

**CITY OF SUNDERLAND
REVENUE BUDGET AND CAPITAL PROGRAMME 2011/2012**

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CITY OF SUNDERLAND
REVENUE ESTIMATES 2011/2012

GENERAL SUMMARY

Page No.	Original Estimate 2010/11 £	Revised Estimate 2010/11 £		Estimate 2011/12 £
10	5,522,367	5,138,637	Leader and Deputy Leader	5,299,245
15	4,900,620	5,331,318	Resources	5,651,536
22	66,549,172	69,774,845	Children and Learning City	60,082,249
27	16,654,145	15,645,582	Prosperous City	6,297,070
31	78,305,495	81,866,087	Healthy City	74,804,303
34	16,193,685	16,705,447	Safer City and Culture	15,725,546
38	41,899,494	43,025,255	Attractive and Inclusive City	44,749,439
43	12,244,354	12,364,745	Sustainable Communities	11,286,347
47	4,276,876	4,299,461	Responsive Local Services and Customer Care	3,991,735
	5,523,000	5,362,536	Provision for Contingencies	10,443,000
	14,291,000	9,499,138	Provision for Strategic Priorities	7,013,000
			Capital Financing Costs	
	6,242,000	6,242,000	- Revenue Contributions to Capital Programme	2,570,000
	19,095,682	16,095,682	- Debt Charges	20,096,000
	(1,600,000)	(2,600,000)	- Interest on balances	(1,600,000)
	(110,000)	(110,000)	- Interest on Airport long term loan notes	(75,000)
	0	2,618,000	Transfer to Reserves	0
	(9,213,136)	(18,512,026)	Technical Adjustments: FRS17 and Reversal of Capital Charges	(24,169,382)
	<u>280,774,754</u>	<u>272,746,707</u>		<u>242,165,088</u>
			LEVIES	
	18,382,210	18,382,210	Tyne and Wear Integrated Transport Authority	18,759,000
	191,000	191,000	Environment Agency	196,315
	49,576	49,576	North East Inshore Fisheries Conservation Authority	63,357
	<u>18,622,786</u>	<u>18,622,786</u>		<u>19,018,672</u>
			Less Core Grants	
	(39,521,567)	(36,342,520)	Area Based Grant	0
	0	0	Transition Grant	(267,419)
	0	0	Council Tax Freeze Grant	(2,376,871)
	0	0	Inshore Fisheries Conservation Authority New Burdens	(13,781)
	<u>259,875,973</u>	<u>255,026,973</u>	TOTAL NET EXPENDITURE	<u>258,525,689</u>
	(7,179,000)	(2,330,000)	Less: (Use of)/Addition to Balances	(4,849,000)
	<u>252,696,973</u>	<u>252,696,973</u>	LOCAL BUDGET REQUIREMENT	<u>253,676,689</u>
	53,000	53,000	Hetton Town Council	52,663
	<u>252,749,973</u>	<u>252,749,973</u>	TOTAL BUDGET REQUIREMENT	<u>253,729,352</u>
			Deduct Grants etc.	
	19,965,712	19,965,712	Revenue Support Grant	37,330,705
	137,496,111	137,496,111	National Non Domestic Rates	120,771,129
	50,000	50,000	Collection Fund Surplus - Council Tax	500,000
	<u>157,511,823</u>	<u>157,511,823</u>		<u>158,601,834</u>
	<u>95,238,150</u>	<u>95,238,150</u>	LOCAL COUNCIL TAX REQUIREMENT	<u>95,127,518</u>

CITY OF SUNDERLAND
CONTINGENCIES 2011/12

	£'000s
Pay, Cost Pressures and Single Status	6,803
General Contingency	900
Improvement Programme Efficiencies	(5,560)
SWITCH Budget	8,300
Total Contingency	10,443
 Provision for Strategic Priorities	
Strategic Investment Plan	100
Adult Social Care - Provision for Care and Preventative Services	591
Independent Care Services	394
Independent Safeguarding Authority Responsibilities	150
Waste Disposal - Provision for Strategic Solution and Preparatory Costs	3,526
Kerb It Vehicle Leasing	124
Inward Investments - International Strategy	50
Summer Events	175
Repairs and Maintenance	250
Port	750
Economic Downturn	903
Total Strategic Priorities	7,013

CITY OF SUNDERLAND

STATEMENT OF GENERAL BALANCES

	£m	£m
Balances at 31st March 2010		14.749
Addition to Balances 2010/2011		
- Debt Charge Savings	4.000	
- 2010/2011 Revenue Savings Additional actions to meet Government Grant Reductions	3.467	
- Unutilised Directorate Delegated Surpluses and Reserves	3.385	
- Unutilised RCCO Reserve	<u>1.464</u>	12.316
Use of Balances 2010/2011		
- Contribution to Revenue Budget	(3.307)	
- Contribution to fund the Capital Programme	(3.872)	
- Transfer to Strategic Investment Reserve	<u>(7.467)</u>	(14.646)
Estimated Balances 31st March 2011		12.419
Proposed Utilisation of Balances 2011/2012		
- Contribution to Revenue Budget		(4.849)
Estimated Balances 31st March 2012		7.570

**REVENUE BUDGET 2011/2012
LEADER AND DEPUTY LEADER**

ROLES AND RESPONSIBILITIES

The Leader and Deputy Leader Portfolio provides leadership to the council on all matters and particularly all major strategic, corporate and cross-cutting and commercially sensitive issues, and the Budget and Capital Programme. The Portfolio also provides community leadership for partners, residents and other interests in order to improve the quality of life and satisfaction in the City.

The Portfolio has specific responsibility for the following activities and functions:

- Strategic and policy overview
- Performance management overview
- Marketing, communications and City reputation
- Strategic developments and Inward Investment
- Regional and sub-regional governance, including strategic partnerships such as the North Eastern Economic Partnership; Local Enterprise Partnership, Sunderland Economic Leadership Board and Local Strategic Partnership
- Strategic improvement programmes and modernisation
- External and International Strategy and Programmes
- Services for elected members
- Diversity and Inclusion.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
Inward Investment: Supporting new employer investment and re-investment directed at a wide range of employment opportunities that enable local people to fulfil their economic potential.	<ul style="list-style-type: none"> ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation
Diversity and Inclusion: Strengthening the 3 rd sector and its longer term capacity to work with the council and communities to achieve the changes that are needed and wanted.	<ul style="list-style-type: none"> ▪ Building and sustaining a sense of community ▪ Developing quality district and neighbourhood centres ▪ Promoting quality physical environments ▪ Ensuring a mix of community facilities that correspond with need ▪ Improving community cohesion ▪ Combining resources ▪ Sharing a view of success ▪ Shared outcomes
Strategic Objective: PLACE - Leading the investment in an attractive and inclusive city and its communities	
Activity	Strategic Outcome
Community Leadership Programme: Encouraging improved community intelligence in order to identify and promote speedy, effective action on main local quality of life issues.	<ul style="list-style-type: none"> ▪ Promoting quality physical environments ▪ Building and sustaining a sense of community ▪ Greater trust ▪ Improving health and wellbeing ▪ Reduced poverty, inequality and deprivation ▪ Improving community cohesion
Scrutiny and Localism: Strengthening area based working.	<ul style="list-style-type: none"> ▪ Targeted activity in priority neighbourhoods ▪ Strong community leadership ▪ Greater trust

**REVENUE BUDGET 2011/2012
LEADER AND DEPUTY LEADER**

Strategic Objective: ECONOMY - Creating a University City at the heart of the regional Low Carbon Economy	
Activity	Strategic Outcome
Inward Investment: Supporting the creation of new employment opportunities in existing and emerging sectors, such as Low Carbon Economy (including Software City) by working with businesses to provide an environment and the necessary infrastructure to support economic growth and create quality job opportunities for local people.	<ul style="list-style-type: none"> ▪ Develop a new kind of University City ▪ Position the City as a national hub for the low carbon economy ▪ Develop a prosperous, connected waterfront city ▪ Improve business performance ▪ Promote the city as the inward investment location of choice ▪ Support key growth sectors ▪ Reducing worklessness and increasing access to employment
Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Shared and Strategic Services: Implementing improvement arrangements across all Strategic and Shared Services.	<ul style="list-style-type: none"> ▪ Managing the impact of organisational and HR change ▪ Continuously improving VfM
Business Transformation Programme: - Delivering a full programme of Service Reviews.	<ul style="list-style-type: none"> ▪ Pooling services around need ▪ Continuously improving VfM
Strategic Objective: Business Transformation Programme - Delivering a full programme of Service Reviews	
Activity	Strategic Outcome
Community Leadership Programme: Promoting a more systematic approach to effective engagement between the council and partners, addressing role, clarity, infrastructural issues, and areas. Locking partners and council more closely together in an agenda which is about better local services delivered more efficiently.	<ul style="list-style-type: none"> ▪ Greater levels of engagement at a community level ▪ Integrated service delivery at a community level ▪ Sharing a view of success ▪ Shared outcomes ▪ Combining resources ▪ Sharing intelligence ▪ Unique contribution to partnership working
Partnership Working: Strengthening partnership arrangements and longer term city delivery plans and maximising opportunities from international activity.	<ul style="list-style-type: none"> ▪ Unique contribution to partnership working ▪ Combining resources ▪ Shared outcomes
Strategic Objective: TRANSFORMATION PROGRAMME	
Activity	Strategic Outcome
Community Leadership Programme: Improving the broad range of Officer, Member and partner development and support activity to strengthen our capacity for effective internal and external partnership. This will feature more targeted, individually customised development planning and action at all levels of the organisation.	<ul style="list-style-type: none"> ▪ Strong community leadership ▪ Greater trust ▪ Developing our workforce to improve services ▪ Sharing a view of success ▪ Shared outcomes
Business Transformation Programme: The delivery of the Business Transformation programme including the further improvement and efficiencies of strategic and shared services, procurement, ICT and customer services etc. Further consolidation of budgets with communications, training, property and ICT to further reduce non-staff costs.	<ul style="list-style-type: none"> ▪ Streamlined access ▪ Positive customer experience; ▪ Simplified customer journeys ▪ Continuously improving VfM

**REVENUE BUDGET 2011/2012
LEADER AND DEPUTY LEADER**

Strategic Objective: COMMUNITY LEADERSHIP PROGRAMME	
Activity	Strategic Outcome
<p>Community Leadership Programme: Strengthening the capacity of individuals to provide the most effective leadership and improving the effectiveness of the relationships between them.</p> <p>Responsive Services - strengthening the connection between the Council and the communities it serves and improving the use of community insight in focusing and shaping service activity.</p> <p>Area Policy - to support a more responsive and customised approach to service delivery.</p>	<ul style="list-style-type: none"> ▪ Positive customer experience ▪ Strong community leadership ▪ Greater trust ▪ Shared outcomes ▪ Greater levels of engagement at a community level ▪ Promoting engagement between communities ▪ Create a whole life inclusive city ▪ Utilising customer insight ▪ Improved access to services
Strategic Objective: REPUTATION AND INFLUENCING PROGRAMME	
Activity	Strategic Outcome
<p>Communications: Developing the Reputation and Influencing programme: to support the future development of the City by raising the profile of Sunderland; increasing reach and influence; and encouraging business and investors to “do business” in the city; developing and implementing a strong sense of economic place for the city</p> <p>The programme focuses on creating the best possible conditions for continued economic development in the city: supporting existing businesses to expand and be more successful and developing an ambitious investment marketing strategy to further attract new investment to the city.</p>	<ul style="list-style-type: none"> ▪ Strong community leadership ▪ Greater trust ▪ Develop a new kind of University City ▪ Position the city as a national hub for the low carbon economy ▪ Develop a prosperous, connected waterfront city centre ▪ Improving business performance ▪ Promoting the city as the inward investment location of choice ▪ Supporting key growth sectors ▪ Reducing worklessness and increasing access to employment ▪ Securing Investment Opportunities

**REVENUE BUDGET 2011/2012
LEADER AND DEPUTY LEADER**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
				Commercial and Corporate Services Director	
1	HoLG	3,567,853	3,311,176	Democratic Process - Democratic Core	3,569,530
		<u>3,567,853</u>	<u>3,311,176</u>	Total Commercial and Corporate Services Director	<u>3,569,530</u>
				Office of the Chief Executive	
2	DC	0	0	Communications	0
3	HoCLP	0	0	Community Leadership Programme	0
4	ACE	0	0	Corporate Strategic Management	0
5	HS	449,912	445,432	Democratic Process - Overview and Scrutiny	417,504
6	HCC	0	0	Design and Print	0
7	ACE	369,851	296,440	Equality Issues	251,158
8	ACE	154,523	167,274	International	153,985
9	HCB&IT	980,228	918,315	Inward Investment	907,068
10	HoTPP	0	0	Transformation, Programme and Projects	0
11	HSPP	0	0	Strategy, Policy and Performance Management	0
		<u>1,954,514</u>	<u>1,827,461</u>	Total Office of the Chief Executive	<u>1,729,715</u>
		<u>5,522,367</u>	<u>5,138,637</u>	TOTAL BUDGET	<u>5,299,245</u>

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review. Significant savings have been achieved in this area however these are masked by the impact of recharging the net costs of these support services to service users. Savings arising in respect of these support services therefore are evidenced in other portfolio service areas
- Technical adjustments of £0.2m in respect of FRS 17 pensions accounting arrangements and revaluation of assets.

IMPROVEMENT AND EFFICIENCY

The Council has stated its ambition to change and improve its way of working in moving to a new operating model that secures effectiveness and efficiency benefits. The Business Transformation programme set out a programme of reform to deliver the new operating model in a climate of increased financial constraints.

The implementation of the Business Transformation Programme is the key way in which the Council is meeting the impact of the reductions in public sector funding. This examines every aspect of the way we work by looking at the organisation in a different way with two main objectives:

- To challenge what we are doing, how we are doing it and how effective it is;
- To organise in a way that maximises value for money.

These reviews are progressing and will provide significant savings in 2011/2012 and over the next three years. Plans are being implemented in respect of the following key strands of business:

Strategic and Shared Services

This review is implementing new standardised ways of delivering support services by bringing staff together within their own area of expertise, introducing standardised consistent practices, redesigning processes and using ICT to maximise efficiencies. As a key part of the Business Transformation Programme, the Strategic and Shared Services project is providing an opportunity to consolidate the existing delivery of strategic and support services into shared functions to ensure faster and more direct access to services for customers. Within the Leader and Deputy Leader portfolio single professional leads will be established and significant savings are being realised in 2011/12 in the following areas:

REVENUE BUDGET 2011/2012 LEADER AND DEPUTY LEADER

Strategy, Policy and Performance
Transformation, Programmes and Projects
Communications

Customer Services

All customer contact to be undertaken through the Customer Services Network in order to:

- maximise resolution at the first point of contact,
- avoiding unnecessary contact,
- further develop transactional website functionality.

ICT

The pooling of ICT software and hardware will enable the most efficient and effective way to meet the needs of the business and reduce costs. The use of ICT will be maximised with additional investment where there is a sound business case to do so.

Property Rationalisation and Smarter Working

Maximisation of the use of space available and utilisation of the lowest number of locations will save on running costs. In addition the use of ICT will enable alternative forms of working for example, home working, hot desking or use of hand held devices to deliver speedier services.

Service Commissioning and Review and Procurement

- Procurement - Centralising procurement activity and ensuring all purchasing goes through expert procurement officers will enable savings to be made from bulk purchases.
- Service Commissioning and Review - The reviews seek to gain a comprehensive understanding of customer need and how best that need can be delivered in respect of front line and other services in the most productive manner. This includes involving communities and people who use services in the design of outcomes based services.

Beyond the Business Transformation Programme, the realisation of efficiencies has focused on eliminating, where possible, non essential spending through reviewing back office processes and functions

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
HCB&IT	Head of City Business and Investment Team
DC	Director of Communications
HoCLP	Head of Community Leadership Programme
HoTPP	Head of Transformation, Programmes and Projects
HS	Head of Scrutiny and Localism
HoLG	Head of Law and Governance
HSPP	Head of Strategy, Policy and Performance

REVENUE BUDGET 2011/2012

**REVENUE BUDGET 2011/2012
RESOURCES**

ROLES AND RESPONSIBILITIES

The Resources Portfolio has overall responsibility for the efficient, coordinated management and use of all of the council's key resources and for maximising the capacity of the way in which the council's resources are managed to promote local prosperity and inclusion. The portfolio also provides leadership to partners in the effective use of resources in pursuit of these objectives.

The Portfolio has specific responsibility for the following activities and functions:

- Corporate Personnel matters
- Budgetary and financial affairs including driving value for money and commercial activity
- Strategic management of council land, buildings and other assets, including the Port of Sunderland
- Performance and Improvement matters
- Corporate ICT matters
- E-government Champion, Digital Challenge and e-inclusion
- Strategic Procurement Champion
- Efficiency Champion – driving organisational efficiency and VfM
- Risk Management Champion
- Legal and Democratic Services
- Elections.

Strategic Objective: ECONOMY - Creating a University City at the heart of the regional Low Carbon Economy	
Activity	Strategic Outcome
Medium Term Financial Planning: Developing the budget strategy and updating the Medium Term Financial Strategy to ensure resources are in place to deliver the Councils and City's priorities in the most cost effective manner. This will include the development of alternative financial models to support this. A key focus of this will be in connection with the delivery of the Economic Masterplan	<ul style="list-style-type: none"> ▪ Continuously improving VfM ▪ Delivery of significant efficiency savings ▪ Improving business performance
Strategic Objective: CUSTOMER FOCUS	
Activity	Strategic Outcome
Business Transformation Programme: Delivering the key work programmes relating to Shared and Strategic Service. Improvements to infrastructure and ICT integration that benefit direct delivery services and recipients of services. Delivering smarter working practices across the council and reducing the carbon footprint of services. Responding to the transparency agenda and providing greater choice of delivery through electronic channels.	<ul style="list-style-type: none"> ▪ Positive customer experience ▪ Continuously improving VfM ▪ Delivery of significant efficiency savings ▪ Streamlined access ▪ Simplified customer journeys
Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Financial Resources: The service will support the impact of organisational change upon budget management arrangements, including the provision of effective budgetary control, accounting and financial management as well as the provision of appropriate training.	<ul style="list-style-type: none"> ▪ Managing the impact of organisational and HR change
Internal Audit and Counter Fraud: The service will continue to provide assurance regarding the systems, governance and risk management arrangements of the authority and will develop and implement a corporate approach to counter fraud work (including the integration of the Benefit Fraud Team).	<ul style="list-style-type: none"> ▪ Continuously improving VfM ▪ Combining resources ▪ Sharing intelligence
Risk Management: The service will review the corporate risk management framework and ensure that it continues to support the Council in achieving the council's strategic objectives.	<ul style="list-style-type: none"> ▪ Continuously improving VfM ▪ Effective and appropriate performance management
Corporate Procurement: The service will deliver significant financial savings to the Council through a corporate Category Management approach and improve contract management through introducing a corporate framework.	<ul style="list-style-type: none"> ▪ Continuously improving VfM ▪ Delivery of significant efficiency savings
Asset Management: The service will develop a corporate approach to management of all Council land. The management of Council land and access to information will be improved in order to facilitate improvements in the environment at a neighbourhood level.	<ul style="list-style-type: none"> ▪ Better use of buildings and asset management

**REVENUE BUDGET 2011/2012
RESOURCES**

Strategic Objective: TRANSFORMATION PROGRAMME	
Activity	Strategic Outcome
<p>Financial Resources – Service activity will be re-focused to both support directorates business development and improvement activity whilst still safeguarding internal control arrangements necessary to secure sound financial management arrangements.</p> <ul style="list-style-type: none"> ▪ The level of reduction in resources available and associated resulting actions will require increased emphasis on Budget Management arrangements. The service will support Budget Managers to ensure the associated risks are closely managed to ensure required savings are delivered. ▪ Financial Resources will unify service provision across the council, pooling resources and re-engineering business processes to reduce significantly the cost of service provision. 	<ul style="list-style-type: none"> ▪ Managing the impact of organisational and HR change ▪ Effective and appropriate performance management. ▪ Pooling services around need ▪ Improving business performance ▪ Continuously improving VfM
<p>Administration and PA Support – By the use of business process re-engineering/pooling and sharing of resources this workstream will be responsible for the delivery of £4.6m of efficiency savings.</p>	<ul style="list-style-type: none"> ▪ Continuously improving VfM
<p>Internal Audit: Internal Audit will review and report upon the programme to provide assurance and recommendations for improvement to management.</p>	<ul style="list-style-type: none"> ▪ Managing the impact of organisational and HR change
<p>Risk Management: The level of change and reduction in resources across the Council will inevitably lead to a change in the risk profile of the Council. The service will support managers in ensuring that the risks within these changes are identified, assessed and appropriately managed, and provide assurance in this regard</p>	<ul style="list-style-type: none"> ▪ Managing the impact of organisational and HR change ▪ Effective and appropriate performance management
<p>Corporate Procurement: Corporate Procurement will support commissioners across the Council to achieve significant financial savings. In addition to delivering significant savings directly it will engage with a range of bodies to achieve this, including the North Eastern Purchasing Organisation.</p>	<ul style="list-style-type: none"> ▪ Procurement ▪ Continuously improving VfM

**REVENUE BUDGET 2011/2012
RESOURCES**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Office of the Chief Executive					
1	HoES	596,865	583,875	Democratic Process - Elections Team	605,763
2	DHR&OD	0	0	Strategic and Operational HR	0
3	HL&P	229,990	290,665	The Port	343,393
4	HL&P	(881,369)	(766,862)	Industrial Units	(838,340)
5	HL&P	(144,359)	(148,059)	Retail Market	(108,914)
6	HL&P	0	0	Asset Management	0
7	HL&P	(1,388,616)	(1,299,606)	Miscellaneous Land and Property	(1,159,051)
8	HL&P	628,615	667,383	Repairs and Renewals	648,080
9	HCICT	0	0	Corporate ICT	0
10	HCICT	(22,891)	(17,392)	ICT - Cabling	(36,410)
		(981,765)	(689,996)	Total Office of the Chief Executive	(545,479)
Executive Director of Commercial and Corporate Services					
11	HoFR	0	0	Financial Services - Operational Finance	0
12	HoTS	0	0	Financial Services - Transactional Finance	0
13	HoTS	0	0	Financial Services - Transactional HR	0
14	HoAR&P	0	0	Financial Services - Audit, Risk Management and Investigations	0
15	HoAR&P	0	0	Corporate Procurement	0
16	HoTS	1,799,382	1,878,014	Council Tax and Business Rates	2,121,647
17	HoTS	582,528	672,576	Benefits Administration	583,808
18	HoTS	1,181,511	1,181,511	Benefit Payments	1,294,061
19	DoC&CS	2,318,964	2,281,733	Corporate Management	2,173,922
20	HoLG	0	0	Legal Services	0
21	HoLG	0	0	Democratic Process - Democratic Services	0
22	HoLG	0	7,480	Land Charges	23,577
23	HL&P	0	0	Civic Centre Manager	0
24	HoTS	0	0	Admin and PA Support	0
		5,882,385	6,021,314	Total Executive Director of Commercial and Corporate Services	6,197,015
		4,900,620	5,331,318	TOTAL BUDGET	5,651,536

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review. Significant savings have been achieved in this area however these are masked by the impact of recharging the net costs of these support services to service users. Savings arising in respect of these support services therefore are evidenced in other portfolio service areas
- Increased cost pressures in respect Pensions Deficiency payments
- Technical adjustments of £1.1m in respect of FRS 17 pensions accounting arrangements and revaluation of assets.

REVENUE BUDGET 2011/2012 RESOURCES

IMPROVEMENT AND EFFICIENCY

The Council's Productivity and Efficiency Strategy 2011/2012 to 2014/2015 provides the framework for developing plans for future service delivery, ensuring that the main priorities are to support the most vulnerable residents in the city and enable economic regeneration to attract new businesses to invest in the city, despite the prevailing economic conditions. The strategy supports the aim of ensuring the most productive use of resources is maintained during this period of financial restraint.

Given the anticipated significant long term pressure on public finances the strategy's efficiency targets and planning cover a four year period in order to ensure timely action is taken as necessary to assist to maximise efficiency savings.

The identification of efficiency savings in the medium term will continue through a combined approach of:

- Specific efficiency savings arising from the Business Transformation Programme;
- Efficiency savings arising from policy and service reviews, including through modernising and improving services across the Council and the Sunderland Way of Working;
- Directorate cash limits being tightly drawn and prompting the identification and reinvestment of efficiency savings.

The Council has stated its ambition to change and improve its way of working in moving to a new operating model that secures effectiveness and efficiency benefits. The Business Transformation programme set out a programme of reform to deliver the new operating model in a climate of increased financial constraints, almost £27million of savings from the programme will be delivered in 2011/12.

As a key part of the Business Transformation Programme, the Strategic and Shared Services project is providing an opportunity to consolidate the existing delivery of strategic and support services into shared functions to ensure faster and more direct access to services for customers.

Services are being streamlined with recognised service standards, performance indicators and service level agreements and will be supported by redesigning processes and maximising the use of ICT. Responsible to a single professional lead, significant savings are being realised in 2011/12 in the following areas:

Legal Services and the Democratic process;
Operational and Transactional Finance;
Human resources;
Administration and PA Support;
Strategic Asset management;

In relation to the Business Transformation Programme the success of the Council's new operating model is reliant on the adoption of systemised business processes and where necessary, the ability to deliver the right ICT system. Specifically, the project is delivering efficiencies through more effective service management and ensuring a consistent approach to core business processes.

The Property Rationalisation and Smarter Working project is aiming to maximise the use of space available and utilisation of the lowest number of locations to save on running costs. In addition the use of ICT will enable alternative forms of working for example, home working, hot desking or use of hand held devices to deliver speedier services.

The Procurement project is centralising procurement activity and ensuring all purchasing goes through expert procurement officers will enable savings to be made from bulk purchases.

**REVENUE BUDGET 2011/2012
RESOURCES**

PORTFOLIO GLOSSARY

HoLG	Head of Law and Governance
DoC&CS	Executive Director of Commercial and Corporate Services
HCICT	Head of Corporate ICT
HL&P	Head of Land and Property
HoAR&P	Head of Audit Risk and Procurement
HoES	Head of Electoral Services
HoFR	Head of Financial Resources
HoTS	Head of Transactional Services
DHR&OD	Director of Human Resources and Organisational Development

**REVENUE BUDGET 2011/2012
CHILDREN AND LEARNING CITY**

ROLES AND RESPONSIBILITIES

The Children and Learning City portfolio provides leadership to improve the life chances of children and young people in the City. The portfolio is responsible for leading the City's response to education, skills and training issues and opportunities in order to promote economic and social regeneration.

The portfolio has specific responsibility for the following activities and functions:

- Children's Trust
- Corporate Parenting
- Protecting children and young people from harm
- Promoting good health and health awareness in children and young people
- Reduction of child poverty
- Safeguarding and securing the well being of children and young people
- Schools and school meals
- Developing the potential of children and young people through education, training, personal development and preparation for working life
- Promoting the development of skills and capacity which will enable children and young people to support and benefit from the City's continuing economic development.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
<p>Health Improvement: Establishment of joint working relationships.</p> <p>Establishment of a healthy settings approach within the health improvement service, with a focus on early years, schools and further education.</p> <p>Improve resilience to help children make informed and healthy/safe choices and develop coping strategies including in the four key health priorities identified in CYPP – childhood obesity, teenage pregnancy, emotional health and wellbeing and drugs including alcohol and smoking.</p>	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Reducing poverty, inequality and deprivation ▪ Supporting and challenging communities, families and individuals
<p>Schools and Learning: Create effective partnerships which re-engineer the relationship between schools and with the LA. Establish support for a school to school model of improvement.</p> <p>Improve attainment for all children and young people including for vulnerable and under performing groups.</p>	<ul style="list-style-type: none"> ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation ▪ Improving skills and attainment levels for all ▪ Supporting and challenging communities, families and individuals
<p>Safeguarding: Increase the number of children looked after in Sunderland provided foster care.</p>	<ul style="list-style-type: none"> ▪ Reducing poverty, inequality and deprivation ▪ Improving community cohesion ▪ Supporting and challenging communities, families and individuals
<p>Safeguarding: Increase the number of children looked after in Sunderland provided foster care.</p>	<ul style="list-style-type: none"> ▪ Reducing poverty, inequality and deprivation ▪ Improving community cohesion ▪ Supporting and challenging communities, families and individuals
Strategic Objective: PLACE - Leading the investment in an attractive and inclusive city and its communities	
Activity	Strategic Outcome
<p>Early Intervention and Locality Working: Increase multi-agency service delivery in localities through a range of community facilities.</p>	<ul style="list-style-type: none"> ▪ Building and sustaining a sense of community ▪ Ensuring a mix of community facilities that correspond with need
<p>Safeguarding: Create a city where children and young people feel, and are, safe and secure at home, at school and in their local community by tackling the impact of domestic violence, reducing bullying and reducing the number of children who are victims of crime and have a fear of crime.</p>	<ul style="list-style-type: none"> ▪ Building and sustaining a sense of community ▪ Supporting and challenging communities, families and individuals ▪ Improving community cohesion

**REVENUE BUDGET 2011/2012
CHILDREN AND LEARNING CITY**

Reduce levels of offending and anti-social behaviour and improve the public perception of young people.	
Early Intervention and Locality Working: Increase multi-agency service delivery in localities through a range of community facilities.	<ul style="list-style-type: none"> ▪ Building and sustaining a sense of community ▪ Ensuring a mix of community facilities that correspond with need
Safeguarding: Create a city where children and young people feel, and are, safe and secure at home, at school and in their local community by tackling the impact of domestic violence, reducing bullying and reducing the number of children who are victims of crime and have a fear of crime. Reduce levels of offending and anti-social behaviour and improve the public perception of young people.	<ul style="list-style-type: none"> ▪ Building and sustaining a sense of community ▪ Supporting and challenging communities, families and individuals ▪ Improving community cohesion
Strategic Objective: CUSTOMER FOCUS	
Activity	Strategic Outcome
Commissioning and Change Management: Increase on-line admissions (improved and streamlined access to services). Early Intervention and Locality Services: Increase multi-agency service delivery in localities and streamline access to service routes through the use of Common Assessment Framework (CAF).	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Streamlined access ▪ Positive customer experience ▪ Simplified customer journeys
Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES	
Activity	Strategic Outcome
Safeguarding: Review of service delivery to fit with the move to locality based and family intervention models of working, including the 5 child protection teams. Key focus within the service redesign will be the improvement in outcomes facilitated by early intervention.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Reducing poverty, inequality and deprivation ▪ Supporting and challenging communities, families and individuals
Early Intervention and Locality Services: Service redesign for locality working will promote early intervention and prevention models including through Children's Centres. Early intervention with families with additional needs at a universal level, including parents with learning difficulties and their carers. Supporting families where children are at risk of becoming looked after or where there are safeguarding concerns. Supporting families with mental health and substance misuse problems. Adopt a family centred approach to service delivery. Deliver a targeted youth offer for the most excluded and disaffected young people, including those who are NEET, young offenders, those misusing drugs and/or alcohol, and those who are young parents, and aims to reframe their views and choices through intensive training and coaching.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation ▪ Supporting and challenging communities, families and individuals ▪ Targeted activity in priority neighbourhoods ▪ Improved access to services ▪ Streamlined access ▪ Positive customer experience ▪ Simplified customer journeys ▪ Locality/neighbourhood working ▪ Create a whole life inclusive city ▪ Improving skills and attainment levels for all

**REVENUE BUDGET 2011/2012
CHILDREN AND LEARNING CITY**

<p>Commissioning and Change Management: Introduce a more effective commissioning culture and practices within Children’s Services in order to deliver better outcomes for children young people and their families</p>	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation ▪ Supporting and challenging communities, families and individuals ▪ Targeted activity in priority neighbourhoods ▪ Improved access to services ▪ Streamlined access ▪ Positive customer experience ▪ Simplified customer journeys ▪ Locality/neighbourhood working ▪ Improving skills and attainment levels for all
<p>Standards: Tackling child and family poverty – a neighbourhood model. The overall vision of this project is to:</p> <ul style="list-style-type: none"> ▪ Help eradicate Child Poverty in a targeted locality in Sunderland ▪ Implement new and innovative ways of working between partners through the joint commissioning of services ▪ Making child and family poverty everybody’s business through adopting an approach to ‘child and family poverty proof’ Strategic Plans of all Partners as routine practice. 	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation ▪ Improving skills and attainment levels for all ▪ Supporting and challenging communities, families and individuals ▪ Create a whole life inclusive city
<p>Schools and Learning: Fundamental review and restructure of all areas of schools and learning to manage the implications of the White Paper: “The Importance of Teaching”.</p> <p>Establish new and innovative ways of working with partners through school to school support, links with national agencies (National College for School Leadership, National and Local Leaders of Education) and the LA who will broker and commission support.</p> <p>Focus strategically on specific early intervention programmes to tackle the effects of deprivation.</p>	<ul style="list-style-type: none"> ▪ Reducing poverty, inequality and deprivation ▪ Supporting and challenging communities, families and individuals ▪ Improving skills and attainment levels for all ▪ Reducing worklessness and increasing access to employment
<p>Safeguarding: Realigning and consolidating services for disabled children and their families, providing integrated support and increased personalisation. Focused on meeting new statutory short break duty.</p> <p>Supporting care leavers into education, training and/or employment, ensuring they are fully engaged with an action plan to improve their employability and to complement mainstream Jobcentre Plus provision. The project consists of four strands:</p> <ol style="list-style-type: none"> 1. Ensure a strong focus on increasing employment and building skills for the workplace 2. Offer intensive support to re-engage young people who are not participating 3. Provide a Progression Adviser <p>Preventative support for looked after children within the Behaviour Partnership.</p>	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Supporting and challenging communities, families and individuals ▪ Create a whole life inclusive city ▪ Improved access to services ▪ Streamlined access ▪ Simplified customer journeys ▪ Personalisation ▪ Equalities and community cohesion ▪ Reducing worklessness and increasing access to employment ▪ Reducing poverty, inequality and deprivation ▪ Improving skills and attainment levels for all

**REVENUE BUDGET 2011/2012
CHILDREN AND LEARNING CITY**

FINANCIAL

OBJECTIVE SUMMARY

Ref Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Executive Director of Children's Services				
Schools and Learning				
1 DEDoCS	196,108,094	196,167,079	Individual Schools Budget	193,272,988
2 DEDoCS	(193,357,219)	(193,468,086)	Dedicated Schools Grant and Young Person Learning Agency	(188,451,151)
3 DEDoCS	170,397	177,069	Education Safeguarding Service	202,663
4 DEDoCS	9,795,933	9,608,575	Partnership and Planning	9,043,344
5 DEDoCS	4,095,368	3,738,590	School Improvement	2,055,846
6 DEDoCS	240,828	271,618	Trading Operations - Derwent Hill	338,648
	17,053,401	16,494,845	Total Schools and Learning	16,462,338
Safeguarding				
7 HoS	8,935,192	9,309,143	Case Management	9,095,004
8 HoS	1,685,149	1,783,927	Central Budget and External Placements	2,434,346
9 HoS	1,194,285	1,283,610	Safeguarding	1,016,139
10 HoS	12,027,073	12,161,136	Services for Looked After Children	11,987,459
11 HoS	2,192,389	2,283,532	Services for Disabled Children	2,260,142
12 HoS	2,011,716	2,172,925	Services for Young People	1,965,225
13 HoS	1,981,653	2,120,787	Youth Offending Service	1,468,180
	30,027,457	31,115,060	Total Safeguarding	30,226,495
14 HoH&W	506,457	426,029	Health	134,221
Early Intervention and Locality Services				
15 HoEI&LS	3,751,616	3,607,410	Locality Based Working and Extended Services	2,635,192
16 HoEI&LS	174,771	153,984	Parenting	98,514
17 HoEI&LS	3,301,512	3,261,171	Youth Service	2,521,594
18 HoEI&LS	2,919,717	2,843,552	Connexions Delivery	520,331
	10,147,616	9,866,117	Total Early Intervention and Locality Services	5,775,631
Commissioning and Change				
19 HoC&C	114,967	144,542	Governor Development	49,162
20 HoC&C	1,075,237	1,030,677	Admissions and Capital	512,666
21 HoC&C	7,658,947	10,518,245	Resources, Policy and Performance Improvement	6,507,916
22 HoC&C	0	0	Sandhill Centre	0
23 HoC&C	(51,831)	102,392	Trading Operations - Connexions Hub	218,690
	8,797,320	11,795,856	Total Commissioning and Change	7,288,434
	66,532,251	69,697,907	Total Executive Director of Children's Services	59,887,119
Executive Director of City Services				
24 HCS	16,921	25,595	School Meals Client	(8,736)
25 HCS	0	51,343	School Meals Trading Service	203,866
	16,921	76,938	Total Executive Director of City Services	195,130
	66,549,172	69,774,845	TOTAL BUDGET	60,082,249

REVENUE BUDGET 2011/2012 CHILDREN AND LEARNING CITY

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review
- Reductions arising from the ending of Government Grants totalling £4.5m and reductions to the Early Intervention Grant of £5m
- Provision for increased cost pressures of £1.5m in respect Children's safeguarding and external placements
- Technical adjustments of £8.8m in respect of FRS 17 pensions accounting arrangements and asset charges.

IMPROVEMENT AND EFFICIENCY

Children's Services have considered the implications of all key funding pressures to develop a strategic approach to future models of service delivery and have used the flexibilities that come through non-ringfenced budgets to meet Council priorities.

The level of grant funding has reduced significantly. Grants totalling £4.5m have ceased and there is a reduction of £5.02m (24.4%) on the 2010/2011 value of grants transferred into the Early Intervention Grant (EIG).

As part of a strategy to minimise the impact of loss of grant and overall funding on service delivery to schools and therefore children and young people, we are working with schools to develop a school centred model for the delivery of particular services. This reflects the Government's "The Importance of Teaching" White Paper and is factored into the budget over the four year period of the spending review.

Realisation of efficiencies has focused on maintaining front-line service delivery. As such, all identified savings in 2010/2011 have been continued into 2011/2012. A full scale re engineering of the Directorate, linked to the implementation of the business operating model, will realise over £2m above the savings identified through the SWOW and will require significant savings in management structures and increased service integration.

As part of the Joint Commissioning Board a Service Review of Safeguarding Case Management and services for Looked after Children will be carried out as a priority in 2011/2012. In addition to this service assessment, there will be a range of "internal" service assessments designed to review delivery and informed by a comprehensive needs assessment. This will include opportunities for more joined up delivery both within the Council and with partners and other local authorities as well as a review of externally commissioned activities. It will also include efficiencies from the integration of Children's Centres and other services with locality working as part of an Early Intervention and Prevention offer and how these services are delivered at a universal and targeted level.

Efficiencies described above will enable key service delivery to be continued particularly the core funded youth offer, current enhanced service levels for children with disabilities, Connexions Service statutory obligations and the core business objectives, and ensuring that safeguarding remains a fundamental priority for Children's Services for 2011/2012 and beyond.

Funding for Sunderland schools continues to be influenced by reductions in pupil numbers although no school will receive a per pupil reduction compared to its 2010/2011 level, greater than 1.5 % per pupil prior to receipt of the pupil premium. The pupil premium will be implemented from April 2011 and paid to the local authority as a ringfenced grant at the level of £430 per eligible pupil. It is anticipated that the value of this grant will be approximately £3.4m which will be passported directly to schools.

Devolved Formula Capital to schools which supports building maintenance and ICT equipment upgrades has reduced by 75% from the 2010/2011 level.

A review of Facilities Management arrangements has focused on opportunities to increase the level of partnership working, a refocus of service standards on front facing service delivery and increase service productivity. Through this, efficiencies will be achieved in the school meals service where a city wide staffing scale (to measure meals per hour within the service) will be formally introduced. This arrangement also reflects a partnership approach undertaken with the Consortium Board to realising efficiencies.

**REVENUE BUDGET 2011/2012
CHILDREN AND LEARNING CITY**

PORTFOLIO GLOSSARY

DEDoCS	Deputy Executive Director of Childrens Services
HoS	Head of Safeguarding
HoH&W	Head of Health and Wellbeing
HoEI&LS	Head of Early Intervention and Locality Services
HoC&C	Head of Commissioning and Change
HCS	Head of Community Services

**REVENUE BUDGET 2011/2012
PROSPEROUS CITY**

ROLES AND RESPONSIBILITIES

The Prosperous City portfolio has responsibility to ensure that the council's approach to economic, social and physical regeneration of the city is integrated, enabling and effective, and provides leadership for the strategic engagement of partners in this area. order to achieve economic, social and physical regeneration objectives.

The portfolio has specific responsibility for the following activities and functions:

- Economic strategy
- Regeneration
- Economic development and employment initiatives
- Business investment
- Planning, land use and strategic transport
- Building control
- City centre
- Domestic and European regeneration
- Liaison with business interest groups
- Support for the Leadership on all relevant local, sub-regional or regional partnerships and governance arrangements.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
Regeneration Programmes: Reducing worklessness and increasing access to employment by supporting the delivery of key employment sites and workforce initiatives identified in the Economic Master Plan (EMP), and supporting the creation of a whole life inclusive city through encouraging festivals and events aimed at increasing footfall in the City Centre.	<ul style="list-style-type: none"> ▪ Reducing worklessness and increasing access to employment ▪ Create a whole life inclusive city
Business Investment: Promoting access to jobs and careers in Sunderland for Sunderland people.	<ul style="list-style-type: none"> ▪ Reducing worklessness and increasing access to employment
Strategic Objective: PLACE - Leading the investment in an attractive and inclusive city and its communities	
Activity	Strategic Outcome
Regeneration Programmes: Deliver the development of key strategic sites that are integral to the future prosperity of Sunderland in line with the Economic Masterplan Plan priorities e.g: <ul style="list-style-type: none"> ▪ Former Vaux site ▪ Farringdon Row ▪ Holmeside ▪ Minster Quarter ▪ Land North of Nissan ▪ Port 	<ul style="list-style-type: none"> ▪ Develop a prosperous, connected waterfront City ▪ Promoting the city as the inward investment location of choice ▪ Unique contribution to partnership working
Regeneration Programmes: Promoting quality physical environment through encouraging high quality design, incorporating low carbon principles, of key development sites	<ul style="list-style-type: none"> ▪ Promoting quality physical environments ▪ Ensuring a mix of community facilities that correspond with need
Planning and Environment: Regeneration of the Roker/Seaburn seafront area including the commencement on site of the Marine Walk Sea Change improvement scheme. including the new Pier Gates and Roker Pods. Rolling forward City Centre quick wins projects into Fawcett Street following the completion of the Sunnyside Partnership public realm improvements on St Thomas Street and the council's ongoing works In High Street West and Market Square.	<ul style="list-style-type: none"> ▪ Promoting quality physical environments

**REVENUE BUDGET 2011/2012
PROSPEROUS CITY**

Strategic Objective: ECONOMY - Creating a University City at the heart of the regional Low Carbon Economy	
Activity	Strategic Outcome
Business Investment: Inward Investment - Develop and attract new job and career opportunities for local people and increased collaborative working around Software City, Low Carbon sector development and other priority activities. including the maximisation of the Port in relation to offshore developments.	<ul style="list-style-type: none"> ▪ Reducing worklessness and increasing access to employment ▪ Position the city as a national hub for the low carbon economy ▪ Promoting the city as the inward investment location of choice
Business Investment: Develop a strong and vibrant City Centre through increased business development to ensure private sector engagement and participation.	<ul style="list-style-type: none"> ▪ Develop a prosperous, connected waterfront city centre ▪ Improving business performance ▪ Promoting the city as the inward investment location of choice
Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Regeneration Programmes: Success of Economic Regeneration Programme has direct dependencies on a clear One Council understanding and focus on key economic priorities and outcomes linking all Corporate and Directorate Improvement Programmes. Individual projects required for delivery are contained in these programmes. A full list of dependencies is being developed as part of ERPB Programme/Project Register.	<ul style="list-style-type: none"> ▪ Combining resources ▪ Developing our workforce to improve services ▪ Sharing a view of success ▪ Shared outcomes
Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
Planning and Environment: Partnership working with neighbouring coastal authorities, specifically South Tyneside, on the seafront regeneration project and Durham County Council on the East Durham Coast and Limestone Landscape initiatives to share intelligence on specific projects as appropriate and to avoid duplication of activity and ensure complementary regeneration activity.	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Shared outcomes ▪ Combined resources ▪ Sharing intelligence
Regeneration Programmes: A new focus to be provided for the Economic Regeneration Programme and City Centre through enhanced governance and delivery arrangements to provide greater clarity on priority of projects and resources required e.g: <ul style="list-style-type: none"> ▪ Better management of the city centre ▪ Improved relationships with local businesses ▪ Continue to support local businesses and increase footfall through the city centre “quick wins” programme, including: street scene improvements; festivals and events; marketing and promotion; specialist retail support etc ▪ Play leading role in regional and local enterprise partnerships NEEP and LEP ▪ Create Economic Leadership Board for the City of Sunderland Council ▪ Develop innovative funding packages ▪ Contribute to the Reputational and Influencing Programme to engage with potential investors and developers ▪ Improved relationships with local businesses 	<ul style="list-style-type: none"> ▪ Supporting key growth sectors ▪ Promoting the city as the inward investment location of choice ▪ Develop a prosperous, connected waterfront city centre
International Work: Increased integration of international activity with economic development supporting private sector growth e.g. business partnerships between Sunderland companies in Washington DC and China.	<ul style="list-style-type: none"> ▪ Position the city as a national hub for the low carbon economy ▪ Promoting the city as the inward investment location of choice ▪ Supporting key growth sectors ▪ Unique contribution to partnership working

**REVENUE BUDGET 2011/2012
PROSPEROUS CITY**

Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Regeneration Programmes: Stronger community leadership and greater trust through the development and support for new emerging governance arrangements especially Sunderland Economic Leadership Board.	<ul style="list-style-type: none"> ▪ Strong community leadership ▪ Greater trust ▪ Unique contribution to partnership working
Strategic Objective: ECONOMIC DEVELOPMENT PROGRAMME	
Activity	Strategic Outcome
Business Investment Team: Directly contributing to achieving the Economic Development Programme Outcomes by: <ul style="list-style-type: none"> ▪ Increasing Economic Prosperity by promoting new business investment and re-investment ▪ Increasing Investment, and promoting Sunderland as a global location for business ▪ Attracting and retaining Young People by promoting employment choice, particularly in new emerging sectors, such as Software and Low Carbon ▪ Creating quality sustainable jobs 	<ul style="list-style-type: none"> ▪ Develop a new kind of University City ▪ Position the city as a national hub for the low carbon economy ▪ Develop a prosperous, connected waterfront city centre ▪ Improving business performance ▪ Promoting the city as the inward investment location of choice ▪ Supporting key growth sectors ▪ Implementing other priorities from the Economic Masterplan
Strategic Objective: REPUTATION AND INFLUENCING PROGRAMME	
Activity	Strategic Outcome
Business Investment: The service will contribute to achieving the Reputation and Influencing programme outcomes by: <ul style="list-style-type: none"> ▪ Developing strategic relationships with private sector representatives to enhance and build the city's reputation ▪ Promote local business on a global platform to enhance the international connections and relationships ▪ Promote positive and strong images of the city to change perceptions and improve reputation ▪ Develop and promote appropriate sub-regional links through the TyneWear Employment partnership or its successor in the LEP. 	<ul style="list-style-type: none"> ▪ Greater trust ▪ Sharing a view of success ▪ Promoting the city as the inward investment location of choice
Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES	
Activity	Strategic Outcome
Regeneration Programmes: Success of Economic Regeneration Programme has direct dependencies on aspects of all Corporate and Directorate Improvement Programmes, as many individual projects required for delivery are contained in these programmes (e.g. SSTC, Festivals and Events). A full list of dependencies is being developed as part of ERPB Programme/Project Register.	

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Office of the Chief Executive					
1	HP&E	24,225	53,329	Building Control	264,858
2	HP&E	523,634	860,333	Development Control	936,553
3	HCB&IT	1,434,705	1,672,271	Economic Development	1,273,586
4	HCB&IT	10,026,406	8,023,079	Employment and Training	102,743
5	HSPP	179,357	237,689	Strategic Programmes and European Team	200,342
6	HP&E	3,207,741	3,315,459	Planning Implementation	2,753,042
7	HSPP	1,235,732	1,337,395	Planning Policy	785,000
8	HCB&IT	22,345	146,027	Training Centres	(19,054)
		16,654,145	15,645,582	Total Office of the Chief Executive	6,297,070

**REVENUE BUDGET 2011/2012
PROSPEROUS CITY**

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review
- Reductions arising from the ending of Working Neighbourhoods Area Based Grant Funding of £9.9m
- Transfers to base budget of previously agreed resources in respect of fee income pressures arising from the impact of the economic downturn £0.5m
- Technical adjustments of £0.5m in respect of FRS 17 pensions accounting arrangements.

IMPROVEMENT AND EFFICIENCY

In the light of the Council's Business Transformation programmes the portfolio is reviewing the provision of services in order to achieve savings.

A Service review of the current planning and environment service is being progressed in order to consider its value for money and effectiveness. The review will examine current performance and assess available options to deliver improvements in conjunction with delivering savings.

The Business Investment Service will be expanded to cover promotion of property development as well as inward investment and sector growth, by bringing together activities into a single place providing a greater focus to deliver improvements. The launch of the economic masterplan has provided the framework for additional capital investment being made available for key city sites.

PORTFOLIO GLOSSARY

HCB&IT	Head of City Business and Investment Team
HP&E	Head of Planning and Environment
HSPP	Head of Strategy, Policy and Performance Management

**REVENUE BUDGET 2011/12
HEALTHY CITY**

ROLES AND RESPONSIBILITIES

The Healthy City portfolio provides leadership and support for the council and its partners in securing the social and health care of all adults. The portfolio has responsibility for leading partners to achieve improvements to public health and health awareness in the city.

The Portfolio has specific responsibility for the following activities and functions:

- Adult social care services
- Mental health commissioning
- Housing Related Support including people with disabilities
- Supporting carers
- Strategic partnership with the TPCT and other partners to promote public health and wellness
- WHO EuroHealthyCity Network
- Health awareness
- Healthy lifestyles
- Healthy environment
- Promotion of Decent Homes and good housing standards in private sector housing
- Specialist housing support services and provision.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
Health Housing and Adult Services: Deliver a range of reablement solutions that focus on learning or relearning skills that assist daily living, improving individual's quality of life and reducing the need for ongoing interventions.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city ▪ Positive customer experience ▪ Personalisation
Health Housing and Adult Services: Improve care support and daily living solutions to support people at home or in supported accommodation through the development of personalised services including, smarter working with Registered Social Landlords, commissioned care providers, better support for carers and tailored accommodation solutions such as extra care.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city ▪ Positive customer experience ▪ Personalisation
Health Housing and Adult Services: Review and commission improved supported living pathways for people with mental health needs and learning disabilities to promote independent living. Complete the review of Housing Related Support and recommission services that meet the agreed outcomes.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city ▪ Positive customer experience ▪ Personalisation
City Services: Develop and deliver a range of commissioned lifestyle intervention programmes to support improvements in life expectancy, promote healthier lifestyles and contribute to the aims of the Healthy City Partnership.	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Positive customer experience ▪ Improving health and wellbeing
Strategic Objective: CUSTOMER SERVICES	
Activity	Strategic Outcome
Health Housing and Adult Services: Work with communities and local agencies such as GP surgeries, to further develop the principles of 'community in reach' to ensure a range of easily accessible preventative advice and support interventions exist that maximise individuals independence and health and well being.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city ▪ Positive customer experience ▪ Personalisation ▪ Improved access to services ▪ Locality/neighbourhood working
Health Housing and Adult Services: To continue to work in partnership with Childrens Services to ensure a smooth transition for clients from Childrens Services to Adult Services.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Improved access to services ▪ Streamlined access ▪ Helping people exercise choice ▪ Create a whole life inclusive city ▪ Positive customer experience
Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Health Housing and Adult Services: Work with the wider council to identify and progress opportunities to make better use of assets such as buildings, to best support vulnerable people and achieve value for money.	<ul style="list-style-type: none"> ▪ Continuously improving VfM ▪ Better use of buildings and asset management

**REVENUE BUDGET 2011/12
HEALTHY CITY**

Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
Health Housing and Adult Services: Further development of the Home Improvement Agency and improve housing partnership arrangements to better deliver a range of options to enable vulnerable people to improve their homes and achieve decent homes standards.	<ul style="list-style-type: none"> ▪ Promoting Quality Physical environments ▪ Ensuring Housing Quality and Choice ▪ Improving Health and Wellbeing ▪ Continuously Improving VfM
Health Housing and Adult Services: To work alongside partners in the NHS, particularly GP's to implement the Health and Social Care Bill 2011, including the transfer of responsibility for public health to the Local Authority.	<ul style="list-style-type: none"> ▪ Improving Health and Wellbeing ▪ Continuously improving VfM ▪ Sharing a view of success
Health Housing and Adult Services: To enhance the role of the Tyne and Wear Care Alliance to maximise opportunities for joint working with the independent care sector.	<ul style="list-style-type: none"> ▪ Improving Health and Wellbeing ▪ Continuously improving VfM ▪ Sharing a view of success
Health Housing and Adult Services: Work with partners, including health and housing partners, to identify and progress opportunities to jointly make better use of resources, through commissioning, to best support vulnerable people and achieve value for money.	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Continuously improving VfM
Strategic Objective: TRANSFORMATION PROGRAMME	
Activity	Strategic Outcome
Health Housing and Adult Services – Re-engineering Adult Services in light of the transition to the Business Operating Model and the Directorates 15 year plan. The organisational redesign work that is required as a result of the creation of Strategic and Shared Support Functions, the centralised customer support function and specific service delivery functions must be managed and supported in a consistent way.	<ul style="list-style-type: none"> ▪ Pooling services around need ▪ Continuously improving VfM ▪ Effective and appropriate performance management
Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES	
Activity	Strategic Outcome
Health Housing and Adult Services: continue with the Directorates 15 year plan to modernise services and deliver Choice and Control, Independent Living, Equal Access for all, Improved Health and Wellbeing, Better Commissioning, Increasing the number of Homes and Homes are of High Quality and Sustainability.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city

**REVENUE BUDGET 2011/12
HEALTHY CITY**

FINANCIAL

**REVENUE BUDGET 2011/2012
OBJECTIVE SUMMARY**

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Executive Director of City Services					
1	HCS	13,865	24,417	Meals at Home Trading Service	22,528
		13,865	24,417	Total Executive Director of City Services	22,528
Executive Director of Health, Housing and Adults					
2	HOP	23,910,890	24,974,961	Disability Services	25,637,656
3	HOC&S	1,026,482	1,014,047	Home Improvement Agency/Warm Homes Initiative	1,176,368
4	HOP	4,599,180	4,833,165	Mental Health	4,666,778
5	HOP	36,470,833	38,939,799	Older People Over 65	33,358,875
6	HOSC	550,996	617,966	Performance, Commissioning and Change	308,366
7	HOC&S	0	0	Provider Services	0
8	HOSH	11,733,249	11,461,732	Supporting People	9,633,732
9	HOP&CA	0	0	Business Support and Workforce Development	0
		78,291,630	81,841,670	Total Executive Director of Health, Housing and Adults	74,781,775
		78,305,495	81,866,087	TOTAL BUDGET	74,804,303

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review
- Transfers to base budget of £2.7m of previously agreed resources in respect of Health Housing and Adults 15 year modernisation plan
- Technical adjustments of £4.4m in respect of FRS 17 pensions accounting arrangements.

IMPROVEMENT AND EFFICIENCY

The continued modernisation of services within the portfolio is ensuring value for money and efficiency savings are being achieved. This includes implementation of actions arising through directorate efficiency initiatives, the Council's Business Transformation programmes and Service Reviews.

Significant efficiencies will be realised following a redesign and recommissioning of services and contracts including those for Advocacy, Home Care, Companionship, Housing Related Support, Welfare Rights, Benefits and Assessments and Residential and Nursing Care. This will ensure that services better support the needs of individuals and are delivered as efficiently as possible.

The ongoing modernisation of care services will improve opportunities for people to continue to live at home through investment in preventative services such as reablement and other equipment.

Smarter working, including the automation of processes and procedures using Information Technology, will result in more flexible working opportunities such as home and mobile working. This supports the Council's approach to property rationalisation.

A review of staffing resources and general running costs will deliver more efficient and streamlined service delivery. This will be achieved by redesigning and restructuring existing services, most significantly the Care Management and Assessment process, which will ensure the approach and services are tailored to individual client needs.

Efficiencies will be realised by maximising opportunities to work with partners including Health, the Third Sector and the Private sector. Opportunities to maximise external funding available will also be taken forward, including through working with Health partners to secure access to new Government funding streams.

**REVENUE BUDGET 2011/12
HEALTHY CITY**

Additional one-off savings will arise following a managed delay and cessation of lower priority revenue and capital projects.

PORTFOLIO GLOSSARY

HCS	Head of Community Services
HOP	Head of Personalisation
HOSC	Head of Strategic Commissioning
HOC&S	Head of Care and Support
HOSH	Head of Strategic Housing
HOP&CA	Head of Partnership & Corporate Affairs

**REVENUE BUDGET 2011/2012
SAFER CITY AND CULTURE**

ROLES AND RESPONSIBILITIES

The Safer City and Culture Portfolio provides leadership for the council and its partners in order to make Sunderland a safe city.

The Portfolio has specific responsibility for the following activities and functions:

- Section 17 of the Crime and Disorder Act 1998 responsibilities
- Safer Sunderland Partnership
- Anti-social behaviour
- Drugs awareness, prevention and treatment
- Local Multi-Agency Problem-Solving Groups (LMAPS)
- Emergency planning and local resilience
- Licensing, licensing regulation and controlled drinking zones
- Trading standards
- Public and environmental health
- Cultural strategy and initiatives
- Heritage and design champion
- Libraries
- Museums
- Coroner
- Registrars
- Events.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
Complete council wide Anti Social Behaviour Review and implement recommendations to better target resources across council and partners to maximise impact of ASB strategies.	<ul style="list-style-type: none"> ▪ Supporting and challenging communities, families and individuals ▪ Ensuring safe communities
Achieving Independence: Create a Social Inclusion gateway for Young people, single people with complex needs, families experiencing homelessness, and Families experiencing domestic violence.	<ul style="list-style-type: none"> ▪ Supporting and challenging communities, families and individuals
Strategic Objective: PLACE - Leading the investment in an attractive and inclusive city and its communities	
Activity	Strategic Outcome
Undertake a review of Regulatory Services.	
Developing capacity in the contact centre systems to deliver against the recording of anti social behaviour incidents against individuals.	<ul style="list-style-type: none"> ▪ Ensuring safe communities
Heritage: Identify additional resources to support increased activity these may includes Area Committees, Heritage Lottery Fund and English Heritage	<ul style="list-style-type: none"> ▪ Promoting quality physical environments ▪ Building and sustaining a sense of Community
Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
Improved security measures in more public buildings.	<ul style="list-style-type: none"> ▪ Better use of buildings and asset management
Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
Provide an improved greater level of support to area based working and problem solving.	<ul style="list-style-type: none"> ▪ Ensuring safe communities ▪ Locality/neighbourhood working
Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES	
Activity	Strategic Outcome
Undertake a Neighbourhood Services Review that includes: <ul style="list-style-type: none"> ▪ Tourism and Library Service ▪ Core events programme ▪ Arts & Creative Development 	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Streamlined access ▪ Positive customer experience ▪ Continuously improving VfM

**REVENUE BUDGET 2011/2012
SAFER CITY AND CULTURE**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011	Revised Estimate 2010/2011		Estimate 2011/2012
		£	£		£
Office of the Chief Executive					
1	HL&P	0	(36,177)	Cash In Transit	(23,272)
2	HL&P	290,935	295,453	Civil Contingencies	266,698
3	HL&P	1,011,340	818,558	Safer Communities	904,370
4	HL&P	116,426	81,521	Security Services	190,725
		1,418,701	1,159,355	Total Office of the Chief Executive	1,338,521
Executive Director of City Services					
5	HSS	642,426	649,047	Coroners Court	619,016
6	HSS	642,745	656,178	Environmental Health	791,184
7	HSS	0	0	Environmental Health Support	0
8	HSS	644,865	666,875	Food and Health and Safety	671,884
9	HSS	(130,299)	(114,286)	Licensing	(108,761)
10	HSS	639,542	722,051	Pest Control and Enforcement	989,963
11	HSS	297,595	313,819	Registrars	243,102
12	HSS	651,326	672,908	Trading Standards	679,460
13	HCT	973,377	1,057,201	Arts and Creative Development	774,280
14	HCT	0	0	Culture and Tourism Support	0
15	HCT	766,659	1,095,434	Events	728,760
16	HCT	111,996	111,996	Grants to Community Projects and Miscellaneous Contributions	86,996
17	HCT	167,804	163,164	Heritage (including Fulwell Mill)	174,417
18	HCT	5,383,202	5,426,795	Libraries	5,180,510
19	HCT	1,602,460	1,598,362	Museums and Archives Service	1,467,990
20	HCT	784,802	800,183	Resorts	716,307
21	HCT	757,036	757,036	Theatre	786,147
22	HCT	510,119	525,827	Tourism	309,714
		14,445,655	15,102,590	Total Executive Director of City Services	14,110,969
Executive Director of Health, Housing and Adults					
23	HOSH	94,853	181,432	Anti Social Behaviour	86,055
24	HOP	234,476	262,070	Drug Awareness	190,001
		329,329	443,502	Total Executive Director of Health, Housing and Adults	276,056
		16,193,685	16,705,447	TOTAL BUDGET	15,725,546

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review
- Transfers to base budget of previously agreed resources in respect of Environmental Enforcement Officers and the Family Intervention Project £0.3m
- Technical adjustments of £1.2m in respect of FRS 17 pensions accounting arrangements.

REVENUE BUDGET 2011/2012 SAFER CITY AND CULTURE

IMPROVEMENT AND EFFICIENCY

Savings have been achieved through the modernisation of services within the portfolio, the Council's Business Transformation projects and Service Reviews as outlined below.

Efficiencies are being delivered through service redesign where services are being reconfigured to better meet requirements whilst also delivering efficiency savings. The Neighbourhood Services Review is delivering a gradual move towards 2015/16 when a completely revised and reconsidered range of services and delivery mechanisms will be in place.

Efficiencies through service redesign are also being delivered in a number of other areas, including:

- The Resorts service.
- Arts and Creative Development.
- Tourism and Heritage services.
- Museums service.
- The Registrars and Coroners service will improve resource management to enable more flexible and efficient working arrangements be put in place.

Opportunities for joint and partnership working are being developed in a number of areas to improve working arrangements and outcomes. Examples include:

- Festivals and Events service working with partner agencies to maximise output.
- The National Glass Centre and the liaison with the University of Sunderland.
- Public Protection.

Across a number of services, a refocus on service priorities and outcomes has been undertaken that will deliver efficiency savings, including:

- Public Protection, where resources are being refocused on statutory health promotion.
- A refocused event programme and delivery budget.
- A review of grants.

PORTFOLIO GLOSSARY

HCT	Head of Culture and Tourism
HL&P	Head of Land and Property
HOP	Head of Personalisation
HOSH	Head of Strategic Housing
HSS	Head of Street Scene

**REVENUE BUDGET 2011/2012
ATTRACTIVE AND INCLUSIVE CITY**

ROLES AND RESPONSIBILITIES

The Attractive and Inclusive City portfolio has responsibility for ensuring that the council and its partners succeed in making the city attractive and accessible for all. The portfolio provides leadership for the council and its partners to ensure that the local environment is well managed and meets customer expectations.

The portfolio has specific responsibility for the following activities and functions:

- Neighbourhood environmental services and street scene
- Highways, traffic and transportation
- Highways maintenance
- Parking and road safety
- Facilities management
- Grounds and building maintenance
- Refuse collection
- Coastal protection
- Sport
- Wellness
- Aquatics
- Play.

Strategic Objective: PEOPLE - Raising aspirations, creating confidence and promoting opportunity	
Activity	Strategic Outcome
City Services - Street Scene: Prioritise traffic and road safety schemes using an effective evaluation system to ensure that interventions are targeted to where they will have the most positive impact on accident key performance indicators. The new structure increases capacity to undertake effective evaluation of road traffic accidents and other data.	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Targeted activity in priority neighbourhoods ▪ Ensuring safe communities ▪ Improving the transport network ▪ Pooling resources around need ▪ Improving the transport network
Strategic Objective: CUSTOMER FOCUS	
Activity	Strategic Outcome
City Services - Street Scene: Consolidation of the Bereavement Service and development of clear policy and standards of customer service in this area	<ul style="list-style-type: none"> ▪ Simplified customer journeys
City Services - Street Scene: Reorganise the refuse, recycling and garden waste collections into a fully integrated service, utilising intelligent route planning systems.	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Streamlined access ▪ Positive customer experience ▪ Continuously improving VfM
Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
City Services – Community Services: Implement the findings from the Facilities Management Review	<ul style="list-style-type: none"> ▪ Streamlined access ▪ Continuously improving VfM
City Services: Depending on the outcomes of Sport and Leisure's service assessment a range of significant, strategic and alternative improvement for Service delivery will be developed as below : <ul style="list-style-type: none"> ▪ Development of alternative management models to deliver enhanced services ▪ Further cross directorate working with HHAS and Children Services to ensure delivery of sport, leisure and physical activity opportunities meet customer needs. 	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Continuously improving VfM ▪ Sharing a view of success ▪ Shared outcomes ▪ Combining resources ▪ Sharing intelligence ▪ Unique contribution to partnership working ▪ Consideration of alternative providers
Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES	
Activity	Strategic Outcome
City Services - Street Scene: Sunderland Strategic Transport Corridor Phase 3 - St. Mary's Way/High Street West/West Wear Street Junction.	<ul style="list-style-type: none"> ▪ Improving the transport network ▪ Develop a prosperous, connected waterfront city
City Services: will work through a programme of improvement and modernisation to undertake changes associated with leisure facilities.	<ul style="list-style-type: none"> ▪ Streamlined access ▪ Strong community leadership ▪ Greater trust ▪ Greater levels of engagement at a community level

**REVENUE BUDGET 2011/2012
ATTRACTIVE AND INCLUSIVE CITY**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Street Scene					
1	HSS	(170,941)	(157,247)	Bereavement	(9,582)
2	HSS	(65,000)	26,807	Building Maintenance Trading Service	(100,000)
3	HSS	0	0	Building Services Surveying	0
4	HSS	0	0	Fleet	0
5	HSS	0	0	Highways and Building Maintenance Overheads	0
6	HSS	5,829,551	6,253,662	Highways Asset Management	6,099,706
7	HSS	1,073,106	943,756	Highways Engineering	992,020
8	HSS	3,401,206	3,418,492	Highways Operations	2,591,662
9	HSS	(35,000)	10,453	Highways Trading Service	(50,000)
10	HSS	2,908,051	2,908,051	Highways Verges - Maintenance and Cleaning	2,693,857
11	HSS	2,778,728	2,837,385	Network Operations	3,286,389
12	HSS	633,775	658,729	Network Strategic	793,338
13	HSS	2,833	15,405	Network Technical Services	30,658
14	HSS	320,156	213,876	Parking Services Trading Service	277,840
15	HSS	4,858,869	4,907,106	Parks and Allotments	4,470,863
16	HSS	935,306	896,876	Recycling Collection	1,610,077
17	HSS	4,482,331	4,643,575	Refuse	4,980,590
18	HSS	361,886	366,025	RLS - Public Conveniences	345,396
19	HSS	4,748,040	4,877,594	RLS - Street Services	4,942,747
20	HSS	1,558,416	1,626,275	Transportation	1,972,529
		33,621,313	34,446,820	Total Street Scene	34,928,090
Community Services					
21	HCS	0	47,100	Cleaning Services to Schools and Civic Buildings	0
22	HCS	0	22,490	Commercial Catering Trading Service	13,429
23	HCS	0	0	Facilities Management Support	0
24	HCS	6,861,975	6,947,468	Sport and Leisure Facilities	7,798,184
25	HCS	971,618	1,046,893	Sports Development	1,295,897
26	HCS	444,588	514,484	Young Peoples Play and Urban Games	713,839
		8,278,181	8,578,435	Total Community Services	9,821,349
Support Services					
27	HoPSD	0	0	Central Support Services	0
		0	0	Total Support Services	0
		41,899,494	43,025,255	Total Executive Director of City Services	44,749,439

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review
- Transfers to base budget of £1.2m previously agreed resources, for example, in respect of the Blue Bin recycling service, Play Parks Strategy, fuel price increases and the Transport and Engineering review
- The inclusion of provision for additional cost pressures of £0.6m for 2011/2012 including the impact of the economic downturn on income generation and new responsibilities in respect of Local Transport Services

REVENUE BUDGET 2011/2012
ATTRACTIVE AND INCLUSIVE CITY

- Technical adjustments of £5.1m in respect of FRS 17 pensions accounting arrangements and revaluation of assets.

IMPROVEMENT AND EFFICIENCY

Savings have been achieved through the modernisation of services within the portfolio, the Council's Business Transformation projects and Service Reviews as outlined below.

Efficiencies are being delivered through service redesign where services are being reconfigured to better meet requirements whilst also delivering efficiency savings. The Facilities Management Review has focused on opportunities to increase the level of partnership working, refocus service standards on front facing service delivery and increase service productivity. Specific efficiencies that will be delivered in 2011/12 arising from this review include:

- Implementation of new service standards across a range of disciplines.
- An organisation redesign of Responsive Local Services focusing on better alignment of service delivery to local priorities.
- An organisation redesign of the Building Maintenance service.

Efficiencies through service redesign are also being delivered in a number of other areas, including:

- Network Management and overnight security arrangements.
- Savings will be achieved in Support Services through a number of targeted cost reduction measures, including a review and an amalgamation of the Transport and Engineering administration arrangements.
- Revised Public and Bank Holiday operating arrangements introduced at Leisure Centres.
- Development of alternative management arrangements for the changing pavilions.

In partnership with the Corporate Procurement section, efficiencies arising from improved procurement arrangements are being delivered across a number of service areas. Some examples of this approach are reflected below:

- Carriageway reconstruction and surfacing
- Building maintenance contractor and materials
- Vehicle contract hire arrangements
- Reduced spend on verge cutting
- One-off savings are being realised in relation to the capital financing costs.

Smarter Working, including the automation of processes and procedures using Information Technology, will result in more flexible working opportunities such as home and mobile working. Savings are being realised by adopting and implementing a plan to use Council buildings more effectively.

In relation to IT developments, efficiencies are being realised by Responsive Local Services and Building Maintenance sections through the deployment of hand-held ICT equipment, piloted in the graffiti and refuse collection service.

Opportunities for joint and partnership working are being developed in a number of areas to develop improved working arrangements and outcomes and to facilitate the achievement of efficiency savings. Opportunities to maximise funding will also be taken forward, including reviewing charging arrangements and maximising external funding opportunities. This includes:

- A review of sub-regional partnership contributions.
- Increased income from third party trading to be achieved by marketing and pricing the service more effectively.
- Improved income generation arrangements within the Parking service, including additional parking bays in the central car park.

Across a number of services, a refocus on service priorities and outcomes has been undertaken that will deliver efficiency savings during 2011/12, including the rationalisation of the waste collection service and revised operating hours for leisure sites.

Additional one-off savings will be realised following a managed delay and cessation of low priority revenue and capital projects.

**REVENUE BUDGET 2011/2012
ATTRACTIVE AND INCLUSIVE CITY**

PORTFOLIO GLOSSARY

HCS	Head of Community Services
HSS	Head of Street Scene
HoPSD	Head of Performance and Service Development

**REVENUE BUDGET 2011/2012
SUSTAINABLE COMMUNITIES**

ROLES AND RESPONSIBILITIES

The Sustainable Communities portfolio is responsible for promoting effective partnership action within a clear policy framework to build communities that are sustainable in every sense. The portfolio ensures that today's actions do not store up environmental issues for future generations.

The Portfolio has specific responsibility for the following activities and functions:

- Developing an integrated strategy in support of Sustainable Communities objectives
- Housing strategy
- Environmental policy
- Housing renewal
- Strategic relationships with Registered Social Landlords and private sector housing providers
- Homelessness and housing advice
- Recycling
- Strategic waste management
- Carbon management
- Cohesive and inclusive communities.

Strategic Objective: PLACE - Leading the investment in an attractive and inclusive city and its communities	
Activity	Strategic Outcome
<p>Strategic Waste: Effectively manage interim waste and recycling contracts to minimise costs.</p> <p>Secure the long term provision of Strategic Waste Management facilities to ensure service provision is appropriate for council needs and is located accordingly (development of facilities for PFI contract).</p> <p>Refine and improve kerbside recycling services to encourage residents' participation in the services and improve customer satisfaction.</p> <p>Review current operation and delivery model of Beach Street and related recycling services.</p>	<ul style="list-style-type: none"> ▪ Promoting quality physical environments ▪ Improving health and wellbeing ▪ Continuously improving VfM ▪ Better use of buildings and asset management ▪ Utilising customer insight ▪ Improved access to services ▪ Positive customer experience ▪ Sharing a view of success ▪ Shared outcomes ▪ Combining resources
Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
<p>Health Housing and Adult Services: Ensure the council works with its partners to:</p> <ul style="list-style-type: none"> ▪ Improve the choice of type, location and price of housing to enable residents to access a home of their own based upon individual need, including fully embedding Choice Based Lettings across the city and development of affordable opportunities in new development sites. ▪ Intervene in areas that are showing symptoms of decline reversing housing market failure and supporting sustainable communities. This includes ensuring that housing stock in the city across all tenure types is fit for human habitation achieves decent home standards and is well managed and maintained through rolling out 'hot spot' locality management of housing not meeting these standards. ▪ To deliver the priorities set out in the Housing Priorities Plan and maximise investment in to housing in the city. 	<ul style="list-style-type: none"> ▪ Ensuring quality and choice of housing ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Reducing poverty, inequality and deprivation ▪ Promoting quality physical environments ▪ Building and sustaining a sense of community ▪ Developing quality district and neighbourhood centres

**REVENUE BUDGET 2011/2012
SUSTAINABLE COMMUNITIES**

<p>Health Housing and Adult Services: Work with partners, including health, housing partners, Homes and Communities Agency, to identify and progress opportunities to jointly make better use of resources, to best support vulnerable people and achieve value for money.</p>	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Continuously improving VfM ▪ Sharing intelligence
<p>Health Housing and Adult Services: Provide advice and information about homelessness prevention and Homelessness in line with advice services in the city. Develop a Strategic Tenancy Policy that will allow a better approach to the allocation of rented housing to be achieved</p>	<ul style="list-style-type: none"> ▪ Ensuring housing quality and choice ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Continuously improving VfM
<p>Planning and Environment: Contributing to the Heritage Lottery funded Limestone Landscapes Partnership in a long-term and purposeful way to significantly enhance both the quality of the environment of the East Durham Limestone Plateau, and the quality of life of its communities.</p>	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Shared outcomes ▪ Combining resources ▪ Sharing intelligence ▪ Unique contribution to partnership working
<p>Planning and Environment: Facilitate the delivery of the council's 5 year Carbon Plan.</p> <p>Manage delivery of the city's Climate Change Action Plan and produce annual progress reports.</p> <p>Develop a comprehensive adaptation strategy to tackle all weather and climate risk.</p> <p>Ensure that the council's key decisions reflect best practice in relation to the use of natural resources.</p>	<ul style="list-style-type: none"> ▪ Promoting quality physical environments ▪ Improving health and wellbeing ▪ Position the city as a national hub for the low carbon economy
<p align="center">Strategic Objective: DIRECTORATE IMPROVEMENT/ MODERNISATION AND SERVICE REVIEW PROGRAMMES</p>	
<p>Activity</p>	<p>Strategic Outcome</p>
<p>Health Housing and Adult Services: continue with the Directorates 15 year plan to modernise services and deliver Choice and Control, Independent Living, Equal Access for all, Improved Health and Wellbeing and Better Commissioning, Increasing the number of Homes and Homes are of High Quality and Sustainability.</p>	<ul style="list-style-type: none"> ▪ Improving health and wellbeing ▪ Helping people exercise choice ▪ Create a whole life inclusive city

**REVENUE BUDGET 2011/2012
SUSTAINABLE COMMUNITIES**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011	Revised Estimate 2010/2011		Estimate 2011/2012
		£	£		£
Office of the Chief Executive					
1	ACE	376,979	376,979	Cohesive and Inclusive Communities	260,774
2	ACE	179,435	175,598	Sustainability	125,000
		<u>556,414</u>	<u>552,577</u>	Total Office of the Chief Executive	<u>385,774</u>
Executive Director of City Services					
3	HSS	0	0	Centralised Depot	0
4	HSS	0	0	Depots	0
5	HSS	0	0	Performance	0
6	PDSW	92,580	142,395	Recycling	149,213
7	PDSW	9,045,319	9,053,337	Strategic Waste	7,864,835
		<u>9,137,899</u>	<u>9,195,732</u>	Total Executive Director of City Services	<u>8,014,048</u>
Executive Director of Health, Housing and Adults					
8	HOSH	1,043,632	1,122,655	Housing Renewal	1,300,189
9	HOSH	1,506,409	1,493,781	Housing Strategy / Advice and Homelessness	1,586,336
		<u>2,550,041</u>	<u>2,616,436</u>	Total Executive Director of Health, Housing and Adults	<u>2,886,525</u>
		<u>12,244,354</u>	<u>12,364,745</u>	TOTAL BUDGET	<u>11,286,347</u>

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from implementation of the Strategic and Shared Services Review, and savings arising on waste disposal costs of £0.9m as a result of reductions in disposal tonnages and revised ancillary waste management contracts
- Transfers to base budget of previously agreed resources, for example, in respect of Recycling Bring Sites and Empty Property Officer funding
- Technical adjustments of £0.3m in respect of FRS 17 pensions accounting arrangements and revaluation of assets.

IMPROVEMENT AND EFFICIENCY

The 2011/2012 budget has been set taking account of efficiency savings achieved through the continued modernisation of services within the portfolio, the Councils Business Transformation projects and Service Reviews. This includes a review of staffing resources and general running costs, which has been achieved by redesigning and restructuring existing services.

Additional one-off savings will arise following a managed delay and cessation of lower priority revenue and capital projects.

The successful renegotiation of ancillary waste management contracts has introduced savings in respect of recycling and composting schemes.

A reconfiguration of the Beach Street Waste Reception site will result in efficiencies being achieved through the replacement of containers with those that can be serviced by less specialised, multi-purpose vehicles.

A reconfiguration of Waste Disposal arrangements at South Hylton depot has rationalised the number of skips being used and has enabled better resource management at the site.

**REVENUE BUDGET 2011/2012
SUSTAINABLE COMMUNITIES**

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
HSS	Head of Street Scene
PDSW	Project Director – Strategic Waste
HOSH	Head of Strategic Housing

**REVENUE BUDGET 2011/2012
RESPONSIVE LOCAL SERVICE AND CUSTOMER CARE**

ROLES AND RESPONSIBILITIES

The Responsive Local Services and Customer Care portfolio provides leadership for the continuing development of area arrangements as a principal means of improving the relevance of services to local communities and circumstances. The portfolio has responsibility for championing the continuing improvement of customer care policy and practice and improvements in the responsiveness of services to local needs and customer feedback. The portfolio is also responsible for developing the community's capacity to engage in the shaping, delivery and review of services.

The Portfolio has specific responsibility for the following activities and functions:

- Area Committees
- Area Partnerships
- Local Area Plans
- Area Budget policy framework
- Area Budgets including the community chest
- Customer care policy and practice
- Improving the responsiveness of neighbourhood services and facilities to local circumstances and customer feedback
- Improving the responsiveness of personal services to customer feedback
- Contact Centre and Customer Services Network
- Community development
- Adult and community learning
- Community Assets

Strategic Objective: CUSTOMER FOCUS	
Activity	Strategic Outcome
Transactional Services: Continue to engage in intelligent commissioning by further engagement with customers and reviewing in house functions to ensure this is the most efficient delivery model.	<ul style="list-style-type: none"> ▪ Utilising customer insight ▪ Streamlined access ▪ Simplified customer journeys
City Services: Delivery of revised Customer Service Strategy to ensure a culture of excellent customer service. Using new technology to support customer services and improve customer access. Development of a city centre Customer Service Centre	<ul style="list-style-type: none"> ▪ Positive customer experience ▪ Simplified customer journeys ▪ Improved access to services ▪ Streamlined access
Head of Project & Service Development: Undertake customer satisfaction surveys to provide insight to inform the delivery of Registration Services in communities and ensure that the outstation facilities continue to meet the needs of their local community.	<ul style="list-style-type: none"> ▪ Utilising customer insight
Head of Standards: Full integration of Education Psychology Service into locality based teams, with reduced requirement for central base for specialist equipment and resources and client information.	<ul style="list-style-type: none"> ▪ Locality/neighbourhood working
Safeguarding: Move Case Management to locality based working.	<ul style="list-style-type: none"> ▪ Locality/neighbourhood working
City Services: Community Services - Develop and agree a corporate approach to grants, supported by a single application form for all Council grants and a centralised information management system. Develop a single entry point into the Council / a single window for the Council to engage with VCS.	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Simplified customer journeys ▪ Streamlined access ▪ Positive customer experience

**REVENUE BUDGET 2011/2012
RESPONSIVE LOCAL SERVICE AND CUSTOMER CARE**

Strategic Objective: ONE COUNCIL	
Activity	Strategic Outcome
City Services - Community Services: Continual review of catering service offer and the extension of vending provision.	<ul style="list-style-type: none"> ▪ Continuously improving VfM
Project and Service Development: Consider the impact of new legislation (national coronial service) on service delivery in Sunderland.	<ul style="list-style-type: none"> ▪ Effective and appropriate performance management
Community Leadership Programme: Extend 1 st Wave Responsive Services: <ul style="list-style-type: none"> ▪ Fully functioning Intelligence Hub ▪ Expand range of RLS services 	<ul style="list-style-type: none"> ▪ Strong community leadership ▪ Greater Trust ▪ Greater levels of engagement at community level ▪ Positive customer experience
City Services - Street Scene: Embedding the new RLS way of working with Area Committees.	<ul style="list-style-type: none"> ▪ Strong community leadership ▪ Greater Trust ▪ Greater levels of engagement at community level
Positive Contribution and Economic Well Being: <ul style="list-style-type: none"> ▪ Integrating Youth and Adult Guidance Services ▪ Merging with neighbouring Local Authority Guidance Services ▪ Job Linkage outlets used to provide IAG service to 16-18 NEET young people 	<ul style="list-style-type: none"> ▪ Pooling Services around need
Area Co-ordination: <ul style="list-style-type: none"> ▪ Increased emphasis on role of team being developing and implementing Area Arrangements ▪ Improve linkages between LSP and Area Committees 	<ul style="list-style-type: none"> ▪ Strong community leadership
City Services <ul style="list-style-type: none"> ▪ Migration of all customer contact to the Customer Service Network 	<ul style="list-style-type: none"> ▪ Positive customer experience ▪ Simplified customer journeys ▪ Improved access to services
Strategic Objective: PARTNERSHIP WORKING	
Activity	Strategic Outcome
City Services - Community Services: At a geographic level, support more responsive services by bringing the Council closer to both the VCS and the community.	<ul style="list-style-type: none"> ▪ Greater levels of engagement at a community level
City Services - Community Services: Maximise the opportunity for community based facilities to deliver positive outcomes for the community.	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Shared outcomes
City Services - Community Services: Support communities to engage with and shape solutions/ decision making processes by working in partnership with the VCS.	<ul style="list-style-type: none"> ▪ Sharing a view of success ▪ Unique contribution to partnership working
Strategic Objective: TRANSFORMATION PROGRAMME	
Activity	Strategic Outcome
Community Leadership Programme: The CLP supports key aspects of the BTP. The CLP Joint Leadership Project will include activity to re-fashion Officer and Member development activity with a curriculum supportive of the SWOW.	<ul style="list-style-type: none"> ▪ Developing our workforce to improve services
Strategic Objective: COMMUNITY LEADERSHIP PROGRAMME	
Activity	Strategic Outcome
Head of Project and Service Development: Develop and deliver tailored interventions (Responsive Local Services Project) that meet locally identified priorities: <ul style="list-style-type: none"> ▪ Further services added to the scope of the RLS project ▪ Extend the RLS model to people/facility based services 	<ul style="list-style-type: none"> ▪ Improved access to services ▪ Strong community leadership
Head of Scrutiny and Localism: <ul style="list-style-type: none"> ▪ Support the development of an Area Vision for locality working to include the development and growth of the Area Committees in conjunction with the Community Leadership Programme ▪ To further develop and embed partnership working arrangements with Area Committees 	<ul style="list-style-type: none"> ▪ Strong community Leadership ▪ Greater levels of engagement at community level ▪ Sharing intelligence ▪ Sharing outcomes ▪ Sharing a view of success

**REVENUE BUDGET 2011/2012
RESPONSIVE LOCAL SERVICE AND CUSTOMER CARE**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Original Estimate 2010/2011 £	Revised Estimate 2010/2011 £		Estimate 2011/2012 £
Office of the Chief Executive					
1	ACE	290,396	326,344	Democratic Process - Area Coordination	249,516
2	ACE	2,582,996	2,547,246	Strategic Initiatives Budget	2,530,009
		2,873,392	2,873,590	Total Office of the Chief Executive	2,779,525
Executive Director of City Services					
3	HCS	0	0	Area Facilities	0
4	HCS	1,354,270	1,351,011	Community Development	1,192,370
5	HoCSD	0	0	Customer Service Network	0
6	HoPSD	0	0	Project and Service Development	0
		1,354,270	1,351,011	Total Executive Director of City Services	1,192,370
Executive Director of Children's Services					
7	DEDoCS	49,214	74,860	Family, Adult & Community Learning	19,840
		49,214	74,860	Total Executive Director of Children's Services	19,840
		4,276,876	4,299,461	TOTAL BUDGET	3,991,735

The main reasons for the change in the net budget position from 2010/2011 to 2011/2012 are:

- Efficiency savings including back office savings arising from the implementation of the Strategic and Shared Services Review,
- Technical adjustments of £0.3m in respect of FRS 17 pensions accounting arrangements and revaluation of assets.

IMPROVEMENT AND EFFICIENCY

Savings have been achieved through the modernisation of services within the portfolio, the Council's Business Transformation projects and Service Reviews as outlined below.

Smarter Working, including the automation of processes and procedures using Information Technology, will result in more flexible working opportunities such as home and mobile working. This supports the Council's approach to property rationalisation.

Efficiencies will be achieved through the BTP Customer Services project, including:

- internal efficiencies in the Customer Services Network through transforming the way of working and making better use of technology and more flexible working arrangements.
- channel shift, which includes migrating customers from the more costly methods of customer contact, e.g. from face to face to telephony, whilst retaining customer choice.
- self service, where opportunities for web self service are developed.
- where appropriate, the migration of customer contact and some assess and decide activities to the Customer Services Network.

Efficiencies have also been realised following a redesign of the Community Development service.

**REVENUE BUDGET 2011/2012
RESPONSIVE LOCAL SERVICE AND CUSTOMER CARE**

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
HSED	Head of Strategic Economic Development
HCS	Head of Community Services
HoCSD	Head of Customer Service and Development
HoPSD	Head of Project and Service Development
DEDoCS	Deputy Executive Director of Childrens Services

CAPITAL PROGRAMME

SUMMARY OF PROGRAMME 2010/11 to 2014/15

Expenditure by Portfolio	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Leader and Deputy Leader Resources	5,363	422	4,141	800			
Children and Learning City	21,022	6,644	3,755	10,623			
Prosperous City	159,848	111,788	23,221	15,359	7,649	1,681	150
Healthy City	41,127	9,003	7,428	19,463	5,233		
Safer City and Culture	18,805	3,463	4,705	3,787	2,638	2,095	2,117
Attractive and Inclusive City	2,611	910	368	1,333			
Sustainable Communities	112,823	71,200	22,809	8,770	3,217	3,548	3,279
Responsive Local Services and Customer Care	14,190	4,913	3,017	6,260			
Contingencies	8,000	3,213	854	2,883	250	400	400
	24,000			6,950	10,450	6,600	0
TOTAL CAPITAL EXPENDITURE	407,789	211,556	70,298	76,228	29,437	14,324	5,946

Resources have been provisionally allocated as a capital contingency for a number of outline schemes which it is intended will be brought forward subject to the consideration of individual business cases. These schemes support the Council's key priorities in terms of regeneration plans and strategic priorities.

CAPITAL PROGRAMME

Source of Finance	Estimated Payments				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
From External Sources					
Loans					
- Supported Capital Expenditure (Revenue)	5,771	1,825	3,722		
- Unsupported Borrowing	4,667	27,494	11,700	7,000	400
Government Grants					
- Disabled Facilities	1,029	1,097	1,097	1,097	1,127
- Department for Education - Standards Fund	11,778	5,952	1,532	1,531	
- Department for Education - Capital Maintenance		2,915	1,064		
- Department for Education - Basic Needs		2,127	1,181		
- Department for Education - Building Schools for the Future	5,334	493			
- Department for Education - Other	198	300			
- Department for Communities and Local Government	1,229				
- Department for Culture Media and Sport	18				
- Department for Transport - Transport Grant	5,520	4,812	4,050	3,518	3,279
- Department for Transport - HAMP Grant	71				
- Department of Health	1,352	1,169	750		
- Sure Start	1,928				
- Social Services IT	443				
- Single Housing Investment Pot	2,204	679			
- Coast Protection	98	175	15	30	
- CABE Sea Change Fund	270	730			
Lottery Grants	1,388	657			
European Grants	17	5,237	1,377		
Grants from Other Public Bodies					
- One North East	4,547	2,917			
- Homes and Communities Agency	610	4,992			
- Primary Care Trust	711				
- Nexus	329				
- Waste Infrastructure Grant	257				
- Tyne & Wear Museums	216				
- School Governors Contribution	402	600			
- Football Foundation	247	755			
- Low Carbon Initiative	124				
Other External Funding	800	140	130	130	130
Total External Sources	51,558	65,066	26,618	13,306	4,936
From Internal Sources					
Revenue Contributions					
- General Fund	1,967	7,178	570	570	570
- Children's Services	424	168	150	150	150
- Health, Housing and Adults Services	291	417	91	298	290
- City Services	379	4			
- Strategic Initiatives Budget	285				
- Empire Maintenance	65				
Capital Receipts	1,182	1,379			
Reserves					
- Strategic Investment Reserve	3,688	(5,424)	(848)		
- Strategic Investment Plan	1,915	2,458			
- Unutilised RCCO Reserve	6,489	1,974			
- Working Neighbourhoods Reserve	1,383	2,118	2,856		
- Other Reserves	496	50			
- Section 106 Reserve	176				
- Port Reserve		840			
Total Internal Sources	18,740	11,162	2,819	1,018	1,010
TOTAL CAPITAL FINANCING	70,298	76,228	29,437	14,324	5,946

LEADER AND DEPUTY LEADER CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Leader / Deputy Leader capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

During 2010/2011, Economic Development Support to local companies included a significant Job Creation Grant and a contribution to the development of an electricity sub-station.

KEY MEDIUM TERM PRIORITIES

- To meet the Aims of the Economic Masterplan (see above).
- Implementation of the Customer Service and Access Strategy action plan key principles.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Maximising external funding.
- Work with internal and external partners to improve services for local businesses.
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements.

CAPITAL INVESTMENTS FOR THE YEAR

New Starts

- Provisions made for Economic Development will enable the Council to respond quickly and positively to economic issues that support job creation and job protection in Sunderland and deliver the aims of the Sunderland Economic Masterplan.

**LEADER AND DEPUTY LEADER
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	800	422	378				
Projects Commencing 2010/2011	3,763		3,763				
Projects Commencing 2011/2012	800			800			
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
Projects Commencing 2014/2015							
TOTAL CAPITAL EXPENDITURE	5,363	422	4,141	800			

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Government Grants					
- One North East	1,000				
Total External Sources	1,000				
FROM INTERNAL SOURCES					
Reserves					
- Working Neighbourhood Fund	763				
- Unutilised RCCO Reserve	2,378	800			
Total Internal Sources	3,141	800			
TOTAL FINANCING	4,141	800			

**LEADER AND DEPUTY LEADER
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Continuing Projects								
MAN/120	CITY BUSINESS AND INVESTMENT TEAM Provision for Economic Development	J Snaith	800	422	378				
TOTAL CONTINUING PROJECTS			800	422	378				
	Projects Commencing 2010/2011								
MAN130	CITY BUSINESS AND INVESTMENT TEAM Provision for Economic Development 2010/2011	J Snaith	763		763				
MAN132	Economic Development Support Provision	J Snaith	3,000		3,000				
TOTAL PROJECTS COMMENCING 2010/2011			3,763		3,763				
	Projects Commencing 2011/2012								
MAN140	CITY BUSINESS AND INVESTMENT TEAM Provision for Economic Development 2011/2012	J Snaith	800			800			
TOTAL PROJECTS COMMENCING 2011/2012			800			800			
TOTAL CAPITAL PROGRAMME			5,363	422	4,141	800			

**LEADER AND DEPUTY LEADER
CAPITAL PROGRAMME**

RESOURCES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Resources capital programme will contribute towards the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

An important role for Resources in delivering these Aims is to ensure that Sunderland is at the forefront of securing the benefits offered by advances in Information Technology

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Improvements to the Voice and Data Network is substantially complete and is generating significant improvements to the network as well as significant revenue savings.
- The Digital Challenge programme is setting the vision for a digitally enabled Sunderland by delivering services where, when, and how they are needed and wanted. The programme is due to be completed by 31st March 2011.
- The Business Transformation Programme is supporting the council's efficiency programme by delivering savings within all aspects of Strategic and Shared services and improving effectiveness within the customer service network.
- The provision of a single ICT hardware platform has helped to support the Council's increased demands on the SAP ERP system.
- As part of continuing efforts to improve the trading position of the Port of Sunderland, a number of items of equipment have been purchased that will safeguard existing operational standards, reduce equipment hire costs and provide the necessary equipment to enable the Port to better respond to market opportunities and spot trade.

KEY MEDIUM TERM PRIORITIES

- A Business Improvement Plan for the Port has been completed and the Port Masterplan produced in draft form. Proposed investment included in the masterplan is currently being evaluated.
- ICT medium term priorities include assisting the Council to meet its Smarter City objectives.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- The investment in the voice and data network is producing significant revenue savings in terms of reduced line rentals.
- The investment in Business Warehousing will produce a seamless electronic purchasing process.
- The introduction of home working will increase utilisation of Council buildings, improve staff productivity and performance.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Phase 2 of the Revenue and Benefits system upgrade involves public access via the web allowing customers to access account information without contacting the Council, a homeworking pilot, and IEG4 Intelligent e-forms enabling efficiencies through customers being able to complete benefit applications on line.
- Port Workshops relocation will secure the future of a tenant in the Port and will further rationalise the Port estate, thereby providing additional land for potential new business development.
- Introduction of an electronic system for the production of Court papers will allow for a more efficient use of staff time in bundle preparation and in accessing archived cases and it will substantially reduce future storage requirements.
- ICT infrastructure schemes in relation to Fibre Network Provision, Thin Client and Server Provision will help to provide service efficiencies and the foundations on which to build a more strategic approach to technology and information deployment.

New Starts

- The upgrade of the power devices will protect the network from damage through power failures and power spikes.
- The upgrade of the current digital telephone system will provide additional functionality within to allow the corporate use of "softphone" software to support smarter working.
- In line with the current dredging regime at the Port of Sunderland, a full dredge of the operational areas of the river and quay areas will be undertaken in 2011/2012 in order to maintain depth levels at the Port.

**RESOURCES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	10,218	6,644	3,007	567			
Projects Commencing 2009/2010	9,857		748	9,109			
Projects Commencing 2010/2011	947			947			
Projects Commencing 2011/2012							
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
TOTAL CAPITAL EXPENDITURE	21,022	6,644	3,755	10,623			

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Unsupported Borrowing	667	8,888			
Government Grants					
- Communities and Local Government	1,229				
- European Grants	17				
Total External Sources	1,913	8,888			
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	64	116			
- Directorate Resources- Children's Services	131				
- Directorate Resources - HHAS	105	105			
Reserves					
- Port Reserve	16	840			
- Strategic Investment Plan	108	268			
- Unutilised RCCO Reserve	1,270	396			
Capital Receipts	148	10			
Total Internal Sources	1,842	1,735			
TOTAL FINANCING	3,755	10,623			

**RESOURCES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Continuing Projects									
CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
DR91976	Relocation of Allotments Dyer Square Southwick	N Wood	150	138	12				
DR91912	Occupational Health Unit Relocation	C Clark	103	92	11				
ICT									
CS91012	Improvements to Voice and Data Network	T Baker	1,840	1,705	135				
CS94017	Complaints and Freedom of Information Act	R Rayner	110	31	79				
CS94030	SAP Reporting-Business Warehousing	F Brown	308	306	2				
CS94054	Flexible Working Solutions	T Baker	100		100				
CS94045/037	Digital Challenge	T Baker	3,391	2,162	1,229				
CS96001/3	Business Transformation Projects	A Seekings	2,624	1,610	1,014				
CS91013	SAP Infrastructure	T Baker	100	38	62				
CS91015	Power Supply to Data Centre	T Baker	80	58	22				
CS91016	Revenue and Benefits system Phase 2	F Brown	444	24	108	312			
CS91017	Flexible Working System	S Stanhope	50			50			
CS94058	Cash Receipting	T Baker	200		200				
CS91017	SAP Archiving	T Baker	205			205			
Port									
DR92009	Port Penstocks	C Clark	60	44	16				
DR91708	Port Regeneration Study	K Lowes	453	436	17				
TOTAL CONTINUING PROJECTS			10,218	6,644	3,007	567			
Projects Commencing 2010/2011									
ICT									
CS94056	Call Manager Replacement	T Baker	491		300	191			
CS94057	Automated Court Bundle	R Rayner	30			30			
	IT Infrastructure	T Baker	8,800			8,800			
Port									
DR92010	Port Workshops Relocation	C Clark	288		200	88			
CS92011-15	Port Equipment	C Clark	248		248				
TOTAL PROJECTS COMMENCING 2010/2011			9,857		748	9,109			
Projects Commencing 2011/2012									
ICT									
	Network Upgrade	T Baker	30			30			
	Telephony Upgrade	T Baker	77			77			
Port									
	Port Dredging	C Clark	840			840			
TOTAL PROJECTS COMMENCING 2011/2012			947			947			
TOTAL CAPITAL PROGRAMME			21,022	6,644	3,755	10,623			

**RESOURCES
CAPITAL PROGRAMME**

CHILDREN AND LEARNING CITY CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Children's Services Capital Programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

And the Children and Young People's Plan priorities:

- Achieving their education
- Enjoy sport, leisure and play

The national outcome and indicators of which the most relevant to capital investment are:

- Achievement of at least 78 points across the Early Years Foundation Stage (EYFS) with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.
- Percentage of schools providing access to extended services.
- Take up of 14-19 learning diplomas.
- Narrowing the gap between the lowest achieving 20% in the EYFS Profile and the rest.
- Delivery of Sure Start Children's Centres.
- The Children's Services AMP, which contains updated information about the condition, suitability and sufficiency of all school buildings. Education (DfE).
- The replacement of two primary schools under the Primary Strategy for Change.
- The ongoing review of both primary and secondary school places to identify future priorities for capital investment, taking into account the current pupil roll and projected future school rolls.
- Schools being allocated devolved capital from Standards Fund. The LA provides support to schools in assisting them in planning this expenditure to achieve school and LA development priorities.
- Partnership working which is key to making right investment choices and to supporting the wider regeneration agenda in Sunderland.
- Providing young people leaving care with a residential resource.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Sunderland's Wave 1 BSF programme is now complete. The three 'Sunderland Model' Academies'; Academy 360, Castle View Enterprise Academy, and Red House Academy were opened in September 2009 as was Washington School. All of these schemes were delivered on time and within budget. The two remaining major refurbishment schemes at Biddick and St Robert of Newminster RC Secondary Schools were complete in 2010 in March and September respectively. All schemes were completed on time and to budget. Schools in the BSF and Academies programme will provide the platform for transforming secondary education and for creating state of the art ICT and vocational facilities.
- Several schools have benefited from the Children's Services Access Initiative Budget which has been used to improve facilities for disabled pupils accessing mainstream school provision.
- A total of 30 PVI and 38 maintained early years' settings have benefited from transformed external play facilities under phase 2 of the provision of external play, equipment and some refurbishment to early years settings to improve EYFS learning environments.
- Wessington Primary School has benefited from capital investment to rationalise spare accommodation and to relocate and enhance the CAMHS facility based there.
- Capital works to reconfigure accommodation and provide children's centre outreach facilities at Seaburn Dene Primary School are due to be completed in 2011.

KEY MEDIUM TERM PRIORITIES

- To address the most urgent condition priorities, health and safety work and major capitalised repairs in the primary and nursery sector as identified from Children's Services AMP data.
- To support schools in using the reduced level of devolved formula capital allocations to address the priorities identified in their asset management plans.
- Extend supported accommodation for vulnerable young people.
- To maintain children's homes to a standard required to meet at least the minimum standards against which Sunderland are inspected by OFSTED twice per annum, and also to fulfil the requirements of the council as Corporate Parents.

CHILDREN AND LEARNING CITY CAPITAL PROGRAMME

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- Children's Services is participating in a corporate wide review of accommodation with a view to rationalising property. The moves towards locality and integrated working have begun with some staff located at Bunnyhill and the remainder due to move there in January 2011. A rolling programme of moves to the other four localities will be completed in October 2011. The moves include adopting a more flexible and mobile working model. It is expected that these changes will generate efficiencies through reductions in accommodation requirements and the new ways of working will result in more efficient, cohesive and responsive services in the local communities.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- The replacement of St Joseph's Primary School, the initial priority school replacement identified in the Primary Strategy for Change consultations, begins in January 2011, with the school expected to be completed in March 2012.
- The replacement of Maplewood School, the second priority school replacement identified in the Primary Strategy for Change consultations, begins in July 2011, with the school expected to be completed in August 2012.
- Work at six primary schools, using the Targeted Capital Fund for school kitchens, to support enhanced and improved kitchen and dining area facilities to increase school lunch take-up.
- The Coalition Government announced in July that BSF schemes that were not contractually committed would be stopped. Sunderland's Wave 2 scheme involving 9 secondary and 4 secondary special schools will therefore not be going ahead.

New Starts

2011/2012 schools capital allocations were announced by the Secretary of State for Education as part of the schools financial settlement on 13th December 2010. Basic Need funding provides school places where needed for maintained, academy and voluntary aided schools. Capital Maintenance funding is to address maintenance priorities in schools (the VA section has a separate allocation for this). In addition maintained schools will receive their share of £769,666 Devolved Formula Capital. The sum in the VA sector is £222,492. It should be noted that these sums are approximately 25% of DFC sums allocated in previous years. Basic Need / Capital Maintenance funds are not ring fenced and are likely to be viewed as a single funding source to address urgent maintenance priorities, including in the secondary schools that will now not benefit from BSF.

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	139,585	111,788	20,119	6,504	1,174		
Projects Commencing 2010/2011	11,173		3,102	2,973	3,823	1,275	
Projects Commencing 2011/2012	8,640			5,882	2,502	256	
Projects Commencing 2012/2013	150				150		
Projects Commencing 2013/2014	150					150	
Projects Commencing 2014/2015	150						150
TOTAL CAPITAL EXPENDITURE	159,848	111,788	23,221	15,359	7,649	1,681	150

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	935	1,825	3,722		
- Unsupported Capital Expenditure		6,801			
Government Grants					
- Standards Fund	11,778	5,952	1,532	1,531	
- Capital Maintenance		2,915	1,064		
- Basic Need		2,127	1,181		
- Modernisation Fund	111				
- Building Schools for the Future	5,334	493			
- Sure Start	1,928				
- DCSF Grant	87				
- Other	442				
Governors Contribution	402	600			
Private Sector Contributions	343	10			
Total External Sources	21,360	20,723	7,499	1,531	
FROM INTERNAL SOURCES					
Revenue Contributions					
- Directorate Resources	293	168	150	150	150
Reserves					
- Strategic Investment Reserve (Temporary Use)	1,410	(5,532)			
- Capital Reserves	115				
Strategic Investment Plan	43				
Total Internal Sources	1,861	(5,364)	150	150	150
TOTAL FINANCING	23,221	15,359	7,649	1,681	150

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost	Expend. to 31.3.10	Estimated Payments				
					2010/11	2011/12	2012/13	2013/14	2014/15
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
	MAIN BLOCK								
	Continuing Projects								
EDC2007X	Electricity at Work	R Smith	681	581	100				
EDC5011S	Children's Centre Database	R Singh	151	1	150				
EDC5009P	Washington BSF	B Scanlon	19,157	19,150	7				
EDC5009P	Castle View Academy BSF	B Scanlon	15,994	15,954	40				
EDC5009P	Pennywell Academy BSF	B Scanlon	23,285	23,209	76				
ED96143	Usworth School Demolitions	B Scanlon	697	528	169				
EDC5009S	Asbestos Testing	J Walvin	128	98	30				
EDC5009S	School Closures - misc costs	J Walvin	122	107	15				
	Schools Devolved Capital 2008/2009	V Thompson	3,743	3,662	81				
EDC5009P	Hylton Red House - BSF	B Scanlon	12,440	12,355	85				
EDC5009P	Biddick School - BSF	B Scanlon	16,175	14,136	2,039				
EDC5009P	St Roberts - BSF	B Scanlon	15,832	10,756	5,076				
EDC5009P	ICT Infrastructure	B Scanlon	1,681	1,646	35				
EDC7010C	Aiming High	S Fletcher	441	337	104				
EDC7002P	Eco Schools in Sunderland	V Thompson	15	10	5				
	Schools Devolved Capital 2009/2010	V Thompson	5,100		3,570	1,275	255		
	School Travel Plans	V Thompson	143	76	67				
EDC8005P	Seaburn Dene Primary - surplus place removal	V Thompson	501	1	500				
EDC8005P	Wessington Primary - surplus place removal	V Thompson	522	16	506				
EDC7002P	Oxclose Primary - boiler	V Thompson	10	10					
ED99261	Early Years Foundation Stage	R Putz	1,897		1,897				
EDC7010P	Children's Centres Maintenance	R Singh	38	38					
	School Asset Management Programmes	B Scanlon	1,575			1,575			
ED96096	BSF - ICT Contract	B Scanlon	10,442	8,270	2,172				
EDC8003P	St Josephs RC Primary	V Thompson	6,000	231	1,250	3,600	919		
EDC8005S	Farringdon School - upgrade of all weather pitch	D Thornton	532		496	36			
EDC5011S	City Learning Centres 09/10	L Johnson	300	113	187				
EDC8002P	Window replacement schemes	V Thompson	603	3	600				
EDC4007P	Southwick (former) - demolition	V Thompson	100	37	63				
ED95196	Thorney Close Children's Centre	R Singh	36	3	33				
EDC7010P	Children's Centres Contingency	R Singh	3	3					
	BSF Wave 2 Project Resource Plan	B Scanlon	686	300	386				
	Capita One V4 Upgrade	T Skipper	185	106	61	18			
EDC7010P	Seaburn Dene Children's Centre	R Singh	5		5				
	Hendon Health Centre	R Singh	3		3				
EDC7002N	Pennywell EY's - Boiler	V Thompson	1		1				

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
EDC7002P	New Penshaw Primary - Boiler	V Thompson	2		2				
EDC7002P	Valley Road Primary - Boiler	V Thompson	2		2				
	Children's Social Care								
EDC7010C	Children's Social Care Home - Avenue Vivian	M Boustead	47	30	17				
EDC7010C	Children's Social Care Home - 59 Cotswold Road	M Boustead	122	9	113				
EDC7010C	Children's Social Care Home - 18 Revelstoke Road	M Boustead	124	6	118				
EDC7010C	Children's Social Care Home - 7 Colombo Road	M Boustead	54	6	48				
EDC7010C	Children's Social Care Leased Homes	M Boustead	10		10				
TOTAL CONTINUING PROJECTS			139,585	111,788	20,119	6,504	1,174		
	Projects Commencing 2010/2011								
EDC9005L	Schools Devolved Capital	V Thompson	2,295				1,020	1,275	
	Maplewood School	V Thompson	5,800		547	2,450	2,803		
	Holley Park - TCF Kitchen & Dining	V Thompson	122		122				
	St Benet's - TCF Kitchen & Dining	V Thompson	160		160				
	St John Boste - TCF Kitchen & Dining	V Thompson	110		110				
	Barnes inf&Jun - TCF Kitchen & Dining	V Thompson	90		90				
	Springwell VP - TCF Kitchen & Dining	V Thompson	8		8				
EDC7012S	Youth Capital Fund	K Butchert	87		87				
EDC7010P	Children's Centre Maintenance	R Singh	94		94				
	BSF LA ICT Refresh Fund	B Scanlon	493			493			
	Biddick school - upgrade of all weather pitch	J Thompson	304		274	30			
	NDS Modernisation Schemes	V Thompson	100		100				
EDC7002P	Oxclose Village Primary Boiler Replacement	V Thompson	94		94				
EDC7002P	Gillas Lane Primary Boiler Replacement	V Thompson	63		63				
EDC7002P	Usworth Colliery Primary Boiler Replacement	V Thompson	61		61				
EDC7002P	Oxclose Nursery Boiler Replacement	V Thompson	21		21				
	Springwell Village Primary Auto Fire Detection	V Thompson	14		14				
	Hylton Castle Primary Auto Fire Detection	V Thompson	16		16				
	East Herrington Primary Auto Fire Detection	V Thompson	21		21				
	Hillview Infants Auto Fire Detection	V Thompson	7		7				
	Blackfell Primary Auto Fire Detection	V Thompson	33		33				
	Hastings Hill Primary Auto Fire Detection	V Thompson	22		22				
	Plains Farm Primary Auto Fire Detection	V Thompson	19		19				

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Thorney Close Primary Auto Fire Detection	V Thompson	12		12				
	Hylton Red House Primary Auto Fire Detection	V Thompson	28		28				
	Easington Lane Temporary Classroom	V Thompson	17		17				
	Springwell Village Primary Roofing Works	V Thompson	85		85				
	Hetton Lyons Primary - remove temp classroom	V Thompson	15		15				
	Wessington Primary Hall Floor	V Thompson	50		50				
	Holley Park Primary Drain	V Thompson	10		10				
EDC4003P	Access Schemes	V Thompson	50		50				
EDC4003P	Oxclose Village DDA Adaptations Access Scheme	V Thompson	18		18				
EDC4003P	Usworth Colliery Primary Access Scheme	V Thompson	5		5				
EDC4003P	Grangetown Primary Access Scheme	V Thompson	110		110				
EDC4003P	Ryhope Infants Hygiene Access Scheme	V Thompson	50		50				
EDC4003P	Ryhope Juniors Hygiene Access Scheme	V Thompson	25		25				
EDC4003P	Access Equipment	V Thompson	25		25				
EDC4003P	Hylton Castle Primary - Lighting	J Walvin	23		23				
EDC4003P	Fulwell Juniors - lighting	J Walvin	5		5				
	Barbara Priestman School - Specialist Status	C Barker	100		100				
	Houghton Kepier School - Specialist Status	S Hyland	25		25				
	Thorney Close Heating	V Thompson	200		200				
	Farringdon Secondary - Electric Mains Cable	V Thompson	33		33				
	Hetton Lyons Replacement	V Thompson	6		6				
	Burnside Primary - underground sump pump	V Thompson	12		12				
	Farringdon Secondary - Emergency Lighting	V Thompson	7		7				
	Bunnyhill Relocations	R Barker	35		35				
	Hylton Red House Academy Floodlighting	I Parkin	43		43				
EDC8010C	Software Licences	B Brown	150		150				
TOTAL PROJECTS COMMENCING 2010/2011			11,173		3,102	2,973	3,823	1,275	
	Projects Commencing 2011/2012								
	Schools Devolved Capital	V Thompson	770			257	257	256	
	Primary School Asset Management Programmes	V Thompson	1,433			1,433			
	School Asset Management Programmes	B Scanlon	6,287			4,042	2,245		
EDC8010C	Software Licences	B Brown	150			150			
TOTAL PROJECTS COMMENCING 2011/2012			8,640			5,882	2,502	256	

**CHILDREN AND LEARNING CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
EDC8010C	Projects Commencing 2012/2013 Software Licences	B Brown	150				150		
TOTAL PROJECTS COMMENCING 2012/2013			150				150		
EDC8010C	Projects Commencing 2013/2014 Software Licences	B Brown	150					150	
TOTAL PROJECTS COMMENCING 2013/2014			150					150	
EDC8010C	Projects Commencing 2014/2015 Software Licences	B Brown	150						150
TOTAL PROJECTS COMMENCING 2014/2015			150						150
TOTAL CAPITAL PROGRAMME			159,848	111,788	23,221	15,359	7,649	1,681	150

PROSPEROUS CITY CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Prosperous City capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Hetton Downs - improvements to paving and car parking in Market Street.
- Sunnyside Public Realm - high quality streetscape improvements, maintenance and refurbishment works to compliment the improvement of buildings in the same area.
- Seaburn Public Realm - improvements to upper and lower promenade including street furniture.

KEY MEDIUM TERM PRIORITIES

- Developing measures to increase the level of business activity and stimulate sustainable economic interest and investment in the city.
- Providing support and assistance to local and incoming businesses in order to develop employment opportunities and support business growth.
- Providing proactive and reactive support and assistance to secure direct investment and re-investments within the city to create and safeguard local jobs.
- Promoting physical and infrastructure improvements for business growth.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Maximising external funding.
- Work with internal and external partners to improve services for local businesses.
- Efficiencies through improved procurement techniques and monitoring arrangements.

CAPITAL INVESTMENTS FOR THE YEAR

Ongoing Commitments

- Software City - Business, academia and the public sector have combined forces to create and deliver a vision for Sunderland as a leading 21st century software city. The aim is to provide world class telecommunications infrastructure and business premises.
- The Washington Managed Workspace scheme will develop high quality managed workspace in the Washington area to encourage the start-up of new, small and medium enterprises and support their early growth by providing a purpose-built business centre.
- A development provision has enabled rapid response to issues and opportunities in the city centre including physical infrastructure improvements.
- City Centre Footfall Cameras to measure visitor numbers.
- Market Square Public Realm improvements including new footpaths, lighting, and landscape works.
- The Seafront Regeneration Strategy will be completed in 2011/12 and will be utilised in the delivery of the Marine Walk Masterplan Phase 1 and 2.
- Phase 1 of the Marine Walk Masterplan will provide an interpretation trail, public realm improvements, and feature lighting, part funded from an award of £1 million Sea Change funding from CABE.

New Starts

- A provision has been made for land acquisitions where this will benefit the Council's strategic objectives.
- Improvements to a key strategic City Centre site to support future development.
- Establishment of a contingency enable the Council to procure specialist retail advice to assist in consideration of retail developments.
- The development provision for the city centre has been extended to 2011/2012 to enable further rapid response to issues and opportunities that may arise in the city centre, including physical infrastructure improvements.

**PROSPEROUS CITY
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	25,904	9,003	2,710	9,958	4,233		
Projects Commencing 2010/2011	8,103		4,718	3,385			
Projects Commencing 2011/2012	7,120			6,120	1,000		
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
Projects Commencing 2014/2015							
TOTAL CAPITAL EXPENDITURE	41,127	9,003	7,428	19,463	5,233		

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Unsupported Borrowing	4,000	6,155	1,000		
Government Grants					
- Urban 2	3				
- CABE Sea Change Fund	270	730			
- One North East	2,075	1,703			
- ERDF		5,237	1,377		
Total External Sources	6,348	13,825	2,377		
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	467	2,340			
- Strategic Initiatives Budget	168				
- Directorate Resources	120				
Reserves					
- Working Neighbourhoods Fund	20	2,118	2,856		
- Strategic Investment Reserve	15	32			
- Strategic Investment Plan	205	815			
- Unutilised RCCO Reserve		320			
Capital Receipts	85	13			
Total Internal Sources	1,080	5,638	2,856		
TOTAL FINANCING	7,428	19,463	5,233		

**PROSPEROUS CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Continuing Projects									
CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY									
DR91706	City Centre Developments	K Lowes	108	93	15				
DR91954	Ryhope Centre	K Lowes	523	491		32			
DR91613	Hetton Downs Environmental Improvements	K Lowes	139	136	3				
DR91763/4/5	Farringdon Row Phase 2	C Clark	2,277	2,277					
DR91716	Refurbishment 28 - 29 Sunnyside & The Place	C Clark	4,122	4,115	7				
DR91811	Sunnyside Public Realm	K Lowes	2,288	1,613	675				
DR91980	Seafront Regeneration Strategy	K Lowes	60	29	18	13			
CS94055	Washington Managed Workspace	J Snaith	5,000		20	1,247	3,733		
CS93010	Software City	J Snaith	9,742	31	1,400	7,811	500		
DR91812	Market Square	K Lowes	1,040	7	200	833			
DR91610	Footfall Cameras	L Hardy	55	11	22	22			
CITY CENTRE DEVELOPMENTS									
DR91775	Street Scene Improvements	K Lowes	497	160	337				
DR91710	St Mary's Car Park - Ticket Machines	S Pickering	53	40	13				
TOTAL CONTINUING PROJECTS			25,904	9,003	2,710	9,958	4,233		
Projects Commencing 2010/2011									
DR91981-3	Seafront - Marine Walk Masterplan Ph1	K Lowes	1,500		270	1,230			
CS97001	Seafront - Seaburn Public Realm Improvements	K Lowes	207		207				
CC90173	Seafront - Toilets	C Alexander	141		141				
CS93016	Strategic Land Acquisition Provision	C Clark	6,155		4,000	2,155			
DR91775	City Centre Improvements	G Farnworth	100		100				
TOTAL PROJECTS COMMENCING 2010/2011			8,103		4,718	3,385			
Projects Commencing 2011/2012									
	City Centre Improvements	G Farnworth	1,000			1,000			
	Advance Site Works	C Clark	2,000			1,000	1,000		
	Spatial Retail Study	C Clark	120			120			
	Strategic Land Acquisition Provision	C Clark	4,000			4,000			
TOTAL PROJECTS COMMENCING 2011/2012			7,120			6,120	1,000		
TOTAL CAPITAL PROGRAMME			41,127	9,003	7,428	19,463	5,233		

**PROSPEROUS CITY
CAPITAL PROGRAMME**

HEALTHY CITY CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Healthy City capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this through:

- Delivering long term housing solutions as required by the Enabling Independence Strategy which enables the development of supported accommodation to meet the needs of older people and other vulnerable client groups within our communities, with a further choice of care to be tailored to the needs of the household to enable them to live independently for as long as possible. To support the decommissioning of the Council's own Small Group Homes by providing an improved choice and standard of accommodation for people with mental health and learning disabilities.
- More Core and Cluster facilities for people with disabilities.
- Developing the Housing Related Support Programme (formerly Supporting People Programme), which promotes housing related services, complimenting existing care services.
- Modernising Adult Services ICT systems to improve departmental and council communications.
- The Financial Assistance Policy which aims to be innovative, obtain value for money and reinforce that homeowners should accept responsibility for their own housing investment through a range of loans led and grant supported products. The council will also utilise its resources to fulfil ambitions in the private rented sector by improving the living conditions and its management.
- Continue the delivery of Disabled Facilities Grants.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Through the Campus programme people have been supported to live in their own tenancies, having in many cases lived in long stay hospitals for a number of years.
- Modernisation of ICT systems (SWIFT, Electronic Social Care Record, etc.) allows easier transfer of information between staff and helps aggregate data accurately for management information leading to more efficient use of staff time.
- A re-settlement programme is ongoing in learning disabilities to provide services locally for people with intensive support needs. This will provide a better model of care for our clients and achieve annual revenue efficiency savings through the reduction in the number of people being placed into permanent residential care and reducing the cost of care packages for customers currently out of city.
- To further reduce fuel poverty the Sunderland Energy Efficiency Programme, (SEEP), was extended to include families with young children. There has been an increase in the number of homes receiving cavity wall and loft insulation and supported measures to around 1,960 households between 1 April 2010 and 1 November 2010. The Warm Front Programme, (up to 1 October 2010), assisted 346 households including installing 234 new boilers.
- The delivery of 15 loans and 10 grants for the purpose of bringing vulnerable peoples homes up to the decent homes standard.
- Disabled Facilities Grants forecasting completion of 660 adaptations in 2010/2011.

KEY MEDIUM TERM PRIORITIES

- To enable the provision of housing solutions including improving the delivery of home improvement, minor alterations and adaptations for people with a care and support need as outlined within the Enabling Independence Strategy for households including older people; people with a mental health; learning disabilities and physical disabilities.
- Review the use of our buildings based services and move to more community based services in line with the aims of the White Paper, "Our Health, Our Care, Our Say." This will include the use of technology such as Telecare to allow people to live in their own homes for much longer.
- To ensure that assets are updated and fit for purpose.
- To support rationalisation of council wide assets.
- Identify opportunities within the Governments reform of Health Services to improve health of residents in the homes they live in and the services provided to them.
- Explore opportunities of further energy efficiency measures being extended into the private rented sector.
- Continue to upgrade the Adult Services ICT systems to improve management information, deliver e-government, support delivery of personalisation and promote the integration agenda.

HEALTHY CITY CAPITAL PROGRAMME

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

- The Directorate aims to reduce referrals into residential care provision and increase the use of assistive technology, alongside reducing costs associated with care and support services and operation of buildings used for supported housing provision. Enabling the development and provision of supported housing solutions with alternative providers to secure efficiencies for the Council while providing a choice of effective housing and care solutions in a safe environment, while supporting sustainable communities.
- Adult Services is part of the Smarter Working initiative piloting new ways of working such as hot-desking, the use of portable technology, home working, etc. This pilot is ongoing with a view to the rationalisation of office accommodation.
- The Housing Financial Assistance Programme, Disabled Facilities Grant and Warm Homes Initiative will ensure that individuals stay safely in their own for as long as possible. This is not only what people want in terms of quality of their lives, but is generally a less expensive option than institutional care. For example, in 2003/2004, there were over 600 older people admitted to council-supported residential/nursing care, but this has declined to 372 in 2009/2010. The type of assistance to individuals has changed from grants to loans focussed support, which will help maximise available resources and allow the support to be provided to a greater number of individuals.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Home Improvement Agency (HIA) provides financial assistance via loans and grants to help make homes safe, secure and free from hazards for vulnerable homeowners living in the private sector.
- Disabled Facilities Grants carry out adaptations to disabled person's properties helps to ensure that people can remain in their own properties for as long as possible in a safe and secure environment.
- Warm Homes Initiative to tackle fuel poverty, including the continuation of the hardship fund to assist people to live safely and in comfort in their own homes.

New Starts

- Provision is made for improvement to care and support facilities to ensure that assets are fit for purpose. The Adults Services Capital Board will establish its priorities for the use of these funds.
- Funding has been allocated towards extra care allowing the council to contribute towards enabling the provision of housing solutions for older households in the city.

**HEALTHY CITY
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	4,965	3,406	1,479	80			
Projects Commencing 2010/2011	3,813	57	3,226	530			
Projects Commencing 2011/2012	3,177			3,177			
Projects Commencing 2012/2013	2,638				2,638		
Projects Commencing 2013/2014	2,095					2,095	
Projects Commencing 2014/2015	2,117						2,117
TOTAL CAPITAL EXPENDITURE	18,805	3,463	4,705	3,787	2,638	2,095	2,117

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	69				
Government Grants					
- IT Grants	443				
- Department of Health	611	1,129	750		
- SHIP Grant	1,636	174			
- Homes and Communities		325			
- Disabled Facilities Grant	1,029	1,097	1,097	1,097	1,127
- Other Contributions (TPCT)	161				
- Other Income		130	130	130	130
Total External Sources	3,949	2,855	1,977	1,227	1,257
FROM INTERNAL SOURCES					
- General Fund	570	570	570	570	570
Revenue Contributions					
- Directorate Resources	186	312	91	298	290
Reserves					
- Misc Reserves		50			
Total Internal Sources	756	932	661	868	860
TOTAL FINANCING	4,705	3,787	2,638	2,095	2,117

**HEALTHY CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Continuing Projects									
SS96013	Minor Works 2008/2009	P Foster	364	339	25				
SS95009	Mental Health 2008/2009	P Foster	217	148	69				
SS94020	Rosalie House	P Foster	523	508	15				
SS94019	LD Service Resettlement Scheme	P Corner	227	207	20				
SS94021	Campus Re-provision Programme	P Corner	1,258	1,103	155				
SS96013	Minor Works 2009/2010	P Foster	433	357	76				
SS95009	Mental Health 2009/2010	P Foster	136	50	86				
SS96029	Swift Enhancements	G King	809	587	222				
SS96030	Herrington Park café	P Foster	100	8	92				
SS96031	Managing Income	G King	53		53				
SS96032	Telecare	G King	100		100				
SS96033	Adults Information System	G King	50	8	42				
SS96034	Document Management System	G King	75	25	50				
SS97013	Private Sector Renewal Grants	A Caddick	300	2	218	80			
SS97020	Regional Loans Scheme	A Caddick	229	58	171				
SS97016	Warm Homes Initiative	A Caddick	91	6	85				
TOTAL CONTINUING PROJECTS			4,965	3,406	1,479	80			
Projects Commencing 2010/2011									
SS96013	Minor Works	P Foster	236		146	90			
SS95009	Mental Health 2010/2011	P Foster	33		33				
SS96035	Mobile Portal	G King	200	57	143				
SS97008	Disabled Facilities Grants 2010/2011	A Caddick	2,689		2,339	350			
SS97013	Private Sector Renewal Grants	A Caddick	239		239				
SS97020	Regional Loans Scheme	A Caddick	142		142				
SS97038	Hardship Fund	A Caddick	31		31				
SS97016	Warm Homes Initiative	A Caddick	100		10	90			
SS94025	Fulwell Day Centre	P Foster	127		127				
SS96020	Office Accommodation	G King	16		16				
TOTAL PROJECTS COMMENCING 2010/2011			3,813	57	3,226	530			
Projects Commencing 2011/2012									
SS96013	Improvements To Care and Support	P Foster	150			150			
SS97008	Disabled Facilities Grant 2011/2012	A Caddick	2,398			2,398			
SS97038	Hardship Fund	A Caddick	29			29			
	Extra Care Schemes	P Corner	500			500			
	Regional Loans Scheme	A Caddick	100			100			
TOTAL PROJECTS COMMENCING 2011/2012			3,177			3,177			

**HEALTHY CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Projects Commencing 2012/2013								
SS96013	Improvements To Care and Support	P Foster	150				150		
SS97008	Disabled Facilities Grants 2012/13	A Caddick	2,488				2,488		
TOTAL PROJECTS COMMENCING 2012/2013			2,638				2,638		
	Projects Commencing 2013/2014								
SS96013	Improvements To Care and Support	P Foster	185					185	
SS97008	Disabled Facilities Grants 2013/14	A Caddick	1,910					1,910	
TOTAL PROJECTS COMMENCING 2013/2014			2,095					2,095	
	Projects Commencing 2014/2015								
SS96013	Improvements To Care and Support	P Foster	185						185
SS97008	Disabled Facilities Grants 2014/15	A Caddick	1,932						1,932
TOTAL PROJECTS COMMENCING 2014/2015			2,117						2,117
TOTAL CAPITAL PROGRAMME			18,805	3,463	4,705	3,787	2,638	2,095	2,117

**HEALTHY CITY
CAPITAL PROGRAMME**

SAFER CITY AND CULTURE CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Safer Cities capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Hendon Beach Safety Works Phase 2 - the works included the construction of additional pedestrian ramp and traffic calming measures on the promenade which compliments the Phase 1 works, allowing easier exit from the beach.
- Safer Stronger Communities Fund capital grant for 2010/11 was used to improve the security of 'high priority' industrial units, and to upgrade older CCTV cameras within the network.
- Restoration of Memorial Fountain in Roker Park.

KEY MEDIUM TERM PRIORITIES

- To work with all partners to reduce the incidence and perception of crime.

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Maximising external funding.
- Work with internal and external partners to improve community safety.
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements.

CAPITAL INVESTMENTS FOR THE YEAR

Ongoing Commitments

- Old Sunderland Townscape Heritage Initiative - The Council continues to offer financial assistance for environmental improvements in the old Sunderland area partly funded by the Heritage Lottery Fund
- Rapid development of CCTV across the City - Whilst the scheme is substantially complete, part of the budget has been reprofiled into 2011/2012 for sites in home locations where options are currently being considered.

**SAFER CITY AND CULTURE
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	2,611	910	368	1,333			
Projects Commencing 2010/2011							
Projects Commencing 2011/2012							
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
Projects Commencing 2014/2015							
TOTAL CAPITAL EXPENDITURE	2,611	910	368	1,333			

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Grants from Other Public Bodies					
- Heritage Lottery	50	657			
- Tyne and Wear Museums	216				
Total External Sources	266	657			
FROM INTERNAL SOURCES					
Revenue Contributions					
- Directorate Resources	9				
Reserves					
- Strategic Investment Plan	20	20			
Capital Receipts	73	656			
Total Internal Sources	102	676			
TOTAL FINANCING	368	1,333			

**SAFER CITY AND CULTURE
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Continuing Projects								
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY								
DR92335	Rapid deployment of CCTV across the City	C Clark	399	359	20	20			
DR91752	Old Sunderland Townscape Heritage Initiative	K Lowes	1,827	414	100	1,313			
DR91615	Hendon Beach Safety Works Ph2	K Lowes	169	137	32				
	CULTURE AND LEISURE								
CC90159	Monkwearmouth Station Museum Sidings	C Alexander	216		216				
TOTAL CONTINUING PROJECTS			2,611	910	368	1,333			
TOTAL CAPITAL PROGRAMME			2,611	910	368	1,333			

**SAFER CITY AND CULTURE
CAPITAL PROGRAMME**

ATTRACTIVE AND INCLUSIVE CITY CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Attractive and Inclusive City capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership.

It aims to do this by:

- Maintaining the existing highway including its bridges and structures in a safe and serviceable condition.
- Securing the safe and efficient movement and appropriate access for goods and people using the city's highways.
- Securing improvements to existing highways and the construction of new highways.
- Maintaining and enhancing coastal and seafront structures.
- Managing, reviewing and upgrading existing facilities that support the aims of the Council's Improvement Priorities.
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Design and implementation of Local Safety Schemes including Front Street Concord, Blackwood Rd/Washington Rd, Bede Bank Puffin crossing, Philadelphia Lane crossing.
- Contribution to junction improvement work on the A19 at the A690 and A1231 undertaken by the Highways Agency.
- Highway Maintenance schemes including A1231 Washington, Thorndale Road, Meadow Drive/West Grove, Offerton Grove, B1286 Fenton Tce, Cherry Blossom Way, Hallidon Road.
- Major Refurbishment of Barnes Park with funding from the Heritage Lottery Fund.
- Acquisition of two Nissan Leaf electric vehicles to replace conventional vans.
- Installation of electric vehicle charging points across the city.
- Improved recycling facilities. Provision of a further wheeled-bin to replace the black box.
- Installation of filtration equipment at Sunderland Crematorium to comply with mercury emission regulations.
- Road Safety Measures in Washington.

The expected outcomes from LTP 2 to 2010/2011 are as follows:

- Contribute towards meeting Tyne and Wear LTP targets which incorporate the Governments 2010 targets for casualty reduction.
- Targets are that by 2011 the service will achieve 40% reduction in all Killed or Seriously Injured (KSI); 20% reduction in all KSI from 2002-04 average to 2009-11 average; 50% reduction in child KSI from 2002-04 average to 2009-11 average; 25% reduction in child KSI from 2002-04 average to 2009-11.
- Reduced car usage and reduced adverse environmental impacts associated with traffic and encourage use of public transport, cycling and walking.
- Improved traffic flow and reduced congestion on the highway.
- Improved journey times and reduction in the number of 3rd party public liability claims.
- Supplement the regeneration of the City with improved highway and bridge infrastructure.

KEY MEDIUM TERM PRIORITIES

- Structural highway maintenance works on classified roads.
- Continue to support plans for the regeneration of the City Centre and River Corridor.
- Coast Protection Works subject to funding approval from the Environment Agency.
- Development of the Sunderland Strategic Transport Corridor (SSTC) which will contribute to reducing congestion, improving quality of the environment, economic success and reduce social exclusion.
- Development of leisure facilities at Stadium Village.
- Longer term requirements to meet recycling targets within the South Tyne and Wear Joint Waste Strategy, to provide a system that is more easily understood by customers and address efficiencies.

ATTRACTIVE AND INCLUSIVE CITY CAPITAL PROGRAMME

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

- The capital provision for structural maintenance of highways of £1.9 million per annum for the 4 year period 2007/2008 to 2010/2011 along with the revenue maintenance budget (£3.5 million each year) has enabled the improvement in the condition of the highway network. The repudiation rate of claims made against the Council for personal injury accidents on the highway has increased to 87% in 2008/2009 (84% in 2007/2008). Public Liability Insurance premiums have reduced from £1.1million in 2006/2007 to an estimated sum of £0.4 million in 2010/2011, a saving of £0.7million.
- Many of the capital schemes contribute to improving traffic flows and reducing congestion within the city. This enables more efficient access to key sites contributing to the continued economic development of the city.
- The Play Pathfinder programme has reduced financial challenges relating to the long term upkeep of the play facilities.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Continue development of plans for the Sunderland Strategic Transport Corridor. A proposed new transport corridor from West Wear Street at the south side of the Wearmouth Bridge to the A19/A1231 including a new Wear Bridge crossing.
- Complete the demolition of Central Car Park whilst enabling the indoor market to remain open throughout the process.
- Acquisition of low carbon shuttle buses.
- Complete the structural maintenance of Penshaw Bridge.
- Refurbishment of 12 pavilions to encourage greater usage of sporting facilities across the city as well as ensuring that they are accessible to all sectors of the community in partnership with the Football Foundation.

New Starts

- Continue the programme of investment in schemes to improve the safety of highway users.
- Continue the programme of investment in schemes to improve conditions for cyclists.
- Continue the programme of investment in schemes to improve the condition of highways and their structures.
- Additional capital maintenance to enable work needed to address structural damage caused to highways following the severe winter conditions.

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	91,534	71,200	16,691	3,643			
Projects Commencing 2010/2011	8,495		6,118	2,377			
Projects Commencing 2011/2012	2,750			2,750			
Projects Commencing 2012/2013	3,247				3,217	30	
Projects Commencing 2013/2014	3,518					3,518	
Projects Commencing 2014/2015	3,279						3,279
TOTAL CAPITAL EXPENDITURE	112,823	71,200	22,809	8,770	3,217	3,548	3,279

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Loans					
- Supported Capital Expenditure (Revenue)	4,729				
- Unsupported Capital Expenditure		300			
Government Grants					
- LTP Transport Grant	5,520	4,812	4,050	3,518	3,279
- Coast Protection	98	175	15	30	
- DCMS	18				
- One North East	1,059	1,214			
- Heritage Lottery Fund	1,330				
- Waste Infrastructure Capital Grant	257				
- HAMP Grant	71				
- CDENT	150				
Lottery	8				
Football Foundation		755			
NEXUS	329				
Other Contributions	233				
Total External Sources	13,802	7,256	4,065	3,548	3,279
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund	866	810			
- Directorate Resources	250	4			
- Strategic Initiatives Budget	117				
Capital Receipts	826				
Reserves					
- Strategic Investment Reserve	2,093	(7)	(848)		
- Strategic Investment Plan	1,079	707			
- Section 106 Reserve	176				
- Working Neighbourhood Fund Reserve	600				
- Unutilised RCCO Reserve	2,685				
- Replacement Recycling Capital Reserve	315				
Total Internal Sources	9,007	1,514	(848)		
TOTAL FINANCING	22,809	8,770	3,217	3,548	3,279

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Continuing Projects								
	TRANSPORT								
	Major Highway Schemes								
DR90001	Southern Radial Route	S Pickering	40,982	35,795	3,883	1,304			
DR90003	Central Route - Scheme Development & Land Costs	S Pickering	2,361	1,327	545	489			
DR90307	Queen Alexandra Bridge Major Maintenance	S Pickering	7,528	7,526	2				
DR90005	SSTC Ph2 (New Wear Bridge) Development Costs	S Pickering	9,670	4,913	3,898	859			
DR90006	SSTC Ph3 - Major Scheme Business Case	S Pickering	50	27	23				
	Local Transport Plan								
DR90312	A690 Four Lane Ends Bridge	S Pickering	504	312	192				
DR90316	A690 Lake Interchange Bridges	S Pickering	885	862	23				
DR90315	A1231 Grange Road Bridge	S Pickering	374	266	108				
DR90318	A1231/Pallion New Road/Trimdon St Bridge	S Pickering	28	8	20				
DR90317	The Bridges Shopping Centre - Bridge Access Roads	S Pickering	426	411	15				
DR99016	Highways Agency Junction Improvements schemes	S Pickering	3,125	1,864	1,086	175			
DR91085	Public Transport - Bus Corridor Major Business Case	S Pickering	617	605	12				
	Strategic Investment Plan :								
DR90947	Washington Road Safety Measures	S Pickering	500	322	178				
CC96124-126									
	Street Scene								
DR91966	Private Streetworks	S Pickering	65	15	50				
DR91408	Ryhope Beach Access	S Pickering	325	116	209				
DR91771	Civil Parking Enforcement equipment	S Pickering	30		30				
DR91769	Central Car Park	S Pickering	2,730	420	1,500	810			
DR91977	Subway Improvement Review	S Pickering	91		90	1			
CC90160	Replacement Recycling Scheme	L Clark	2,700	394	2,306				
	SIB Initiatives								
DR90935	Castletown Masterplan Gating project	S Pickering	22	17	5				
	Coast Protection								
DR91409	Coastal Strategy Review Ph1	S Pickering	35	17	18				
DR91409	Coastal Strategy Review Ph2	S Pickering	50		45	5			
	Community Services								
CC90086/7	Hetton and Silksworth 25m Pools	M Poulter	10,274	10,086	188				

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
CC90094	Leisure Centre Income System	J Gray	165	162	3				
CC90095-100	Big Lottery Children's Play Programme	J Gray	841	826	15				
CC90112-141	Play Pathfinder	J Gray	3,755	3,472	283				
CC90158	Barnes Park	M Poulter	3,346	1,430	1,916				
CC90157	Washington Leisure Centre - Feasibility Study	J Gray	25	7	18				
CC90162	Belford House Playing Fields	J Gray	30		30				
TOTAL CONTINUING PROJECTS			91,534	71,200	16,691	3,643			
Projects Commencing 2010/2011									
TRANSPORT									
Local Transport Plan									
DR90200	Highway Maintenance	S Pickering	1,900		1,900				
DR90300	Bridge Maintenance	S Pickering	201		182	19			
CC95601	Penshaw Bridge	S Pickering	677		61	616			
CC95602	A195 Lambton Interchange	S Pickering	258		226	32			
DR90500	Accessibility- Cycleways	S Pickering	150		150				
DR90450	Accessibility- Access for All	S Pickering	253		253				
DR90900	Congestion -	S Pickering	670		670				
DR90600	Road Safety	S Pickering	254		254				
Miscellaneous									
DR91232	- Tyne and Wear Central Transport Team	S Pickering	357		357				
DR91231	- Tyne and Wear Freight Partnership	S Pickering	15		15				
DR91350	Climate Change - Electric Vehicle Charging Points	S Pickering	263		188	75			
DR91075	Public Transport Schemes	S Pickering	329		329				
DR91233	Tyne and Wear DASTS (Delivering a Sustainable Transport System) Study	S Pickering	142		142				
Perceived Safety Schemes									
DR90631	Speed Management Strategy	S Pickering	50		50				
CC96400	Barnes Primary School traffic calming	S Pickering	65		65				
CC96401	Wensleydale Ave traffic calming	S Pickering	10		10				
CC96403	Blue House Lane		12		12				
DR90901	Pelican/Puffin/Toucan/Zebra Crossings commitments	S Pickering	110		110				
SIB/SIP Schemes									
CC96111	Vehicle Activated Signs Seaburn	S Pickering	16		16				
CC96112	Vehicle Activated Signs Sunderland East	S Pickering	35		35				
CC95905	Mill Hill Road Puffin Crossing	S Pickering	20		20				
CC95908	Washington East Dropped Crossings	S Pickering	16		16				
CC95909	Houghton Dropped Crossings	S Pickering	8		8				
CC95910	Lake Road Footpath	S Pickering	10			10			
CC96402	Robin Lane/Hazard Lane	S Pickering	10		10				
CS96404	Newcastle Rd 30mph	S Pickering	7		7				
CS96405	Queensway Traffic Calming	S Pickering	3		3				

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
CS96406	Fencehouses Gateway Feature	S Pickering	4		4				
CS96120	Bonehill Lane/Rookhope Roundabout	S Pickering	20		20				
CS96407	North Rd/Hazard Lane Pedestrian Refuge	S Pickering	29		29				
CS96408	Sunderland Rd/High Lane Speed Limit & Gateway	S Pickering	25		25				
CC96123	Vehicle Activated Signs Hetton Town Council	S Pickering	4			4			
CC96127	Monument Park	S Pickering	3			3			
CC96313	Tunstall Road Refuge	S Pickering	2			2			
CC96129	Vehicle Activated Signs Coalfield	S Pickering	11			11			
	Coast Protection								
CC96701	Deptford Culvert Safety Works	S Pickering	100			100			
CC96702	Hendon Burn Culvert Safety Works	S Pickering	80		10	70			
CC96703	Hydrographic Survey	S Pickering	25		25				
	Community Services								
CC90019	Community Sports Facilities	J Gray	1,455		20	1,435			
CC90177	Washington Leisure Centre - Essential Works	J Gray	146		146				
	Street Scene								
CC90037	Sunderland Crematorium	L Clark	750		750				
TOTAL PROJECTS COMMENCING 2010/2011			8,495		6,118	2,377			
	Projects Commencing 2011/2012								
	TRANSPORT								
	Local Transport Plan								
DR90200	Highway Maintenance	S Pickering	1,000			1,000			
DR90300	Bridge Maintenance	S Pickering	26			26			
DR90500	Economic Development and Regeneration	S Pickering	473			473			
DR90450	Climate Change	S Pickering	50			50			
DR90900	Safe and Sustainable Communities	S Pickering	901			901			
	Structural Highways Maintenance	S Pickering	300			300			
TOTAL PROJECTS COMMENCING 2011/2012			2,750			2,750			
	Projects Commencing 2012/2013								
	TRANSPORT								
	Local Transport Plan								
DR90200	Highway Maintenance	S Pickering	1,100				1,100		
DR90300	Bridge Maintenance	S Pickering	350				350		
DR90500	Economic Development and Regeneration	S Pickering	797				797		
DR90450	Climate Change	S Pickering	50				50		
DR90900	Safe and Sustainable Communities	S Pickering	905				905		
	COAST PROTECTION								
DR91407	Coastal Monitoring 2012 - 2016	S Pickering	45				15	30	
TOTAL PROJECTS COMMENCING 2012/2013			3,247				3,217	30	

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Projects Commencing 2013/2014									
DR90020	Highway Maintenance	S Pickering	1,200					1,200	
DR90300	Bridge Maintenance	S Pickering	500					500	
DR90500	Economic Development and Regeneration	S Pickering	863					863	
DR90450	Climate Change	S Pickering	50					50	
DR90900	Safe and Sustainable Communities	S Pickering	905					905	
TOTAL PROJECTS COMMENCING 2013/2014			3,518					3,518	
Projects Commencing 2014/2015									
DR90020	Highway Maintenance	S Pickering	1,200						1,200
DR90300	Bridge Maintenance	S Pickering	350						350
DR90500	Economic Development and Regeneration	S Pickering	774						774
DR90450	Climate Change	S Pickering	50						50
DR90900	Safe and Sustainable Communities	S Pickering	905						905
TOTAL PROJECTS COMMENCING 2014/2015			3,279						3,279
TOTAL CAPITAL PROGRAMME			112,823	71,200	22,809	8,770	3,217	3,548	3,279

**ATTRACTIVE AND INCLUSIVE CITY
CAPITAL PROGRAMME**

SUSTAINABLE COMMUNITIES CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Sustainable City capital programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership.

It aims to do this through:

- **Regeneration:** By continually assessing and gathering up to date housing market and stock condition information to enable informed decisions for the selection of future Private Sector Renewal / Clearance Area schemes. Stock Condition Surveys are the main source of data used to identify private housing investment priorities. In 2007/2008, the council commissioned and completed its latest survey, the findings of which are being used to inform future housing renewal, regeneration and planning for the city in 2010/2011 and beyond.
- Delivering long term housing solutions as required by the Enabling Independence Strategy which includes the extra care programme within Sunderland. This will enable the development of supported accommodation to meet the needs of older people and other vulnerable client groups within our communities, with a further choice of care to be tailored to the needs of the household to enable them to live independently for as long as possible. To support the decommissioning of the Council's own Small Group Homes by providing an improved choice and standard of accommodation for people with mental health and learning disabilities.
- Delivering the overarching priorities as set in Sunderland's Housing Priorities Plan by attracting inward investment into the City as to support the delivery of sustainable economic growth, develop and deliver new homes and continue to improve the existing housing stock and by supporting the transition of selected neighbourhoods to 'Low Carbon City Villages'. Meeting the accommodation needs of all vulnerable and socially excluded people and by promoting sustainable living across the city by challenging existing attitudes, culture and behaviours will enable Sunderland to realise its vision.

OUTCOMES FROM COMPLETED CAPITAL SCHEMES

- Area Renewal programme has contributed towards a sustainable community and neighborhood through an increase in housing choice with the development of 79 new housing units in Phase 1 in Castletown to be completed by March 2011 decreasing the number of empty properties in the renewal areas by 42 and by reducing anti-social behavior.
- There have been 2 acquisitions of homes at Hetton Downs through SHIP and Homes and Communities Agency (HCA) funding plus 47 properties made more sustainable in Castletown through external improvements as part of a block improvement scheme.
- Bramble Hollow Extra Care Scheme in Hetton was opened in 2010, providing 48 two bedroom mixed tenure apartments with an on site care team providing care and support services within the scheme and outreach to residents within the local community.

KEY MEDIUM TERM PRIORITIES

- Continue with the development and implementation of Sunderland's Housing Priorities Plan linked to the delivery of the Economic Masterplan and the on-going development of the Core Strategy / Local Development Framework.
- Developing long-term housing solutions for households with a support need vulnerable adults through the development of the Suitable Homes for Living Strategy, which will help to deliver a greater number and range of Extra Care housing, a form of sheltered housing, for older people in partnership with both the Local Housing Corporation and housing providers in the city, and with whom Housing colleagues have developed strong business links.
- Improving the quality and choice of affordable accommodation, with emphasis being placed upon Council Renewal Areas.
- Continue to improve the housing stock in terms of decency and fitness for habitation in the private housing sector particularly targeting standards in the private rented sector. (Aim 4) (CIP 2, CIP 5 and CIP 6).
- Encourage more private landlords to become accredited and raise housing conditions and standards in the private sector.

SUSTAINABLE COMMUNITIES CAPITAL PROGRAMME

HOW THE PROGRAMME CONTRIBUTES TO AN EFFICIENT AND EFFECTIVE COUNCIL

The development of Joint Ventures such as in Castletown and Hetton Downs creates the environment for the council to work with funding and development partners to attract resources into developing and creating sustainable communities.

- Identify areas of low housing demand and develop action plans to assist in reversing trends.
- Continue to encourage and develop investment opportunities in the housing market.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- The Extra Care housing programme continues with the development of the extra care housing scheme Cherry Tree Gardens in Houghton-Le-Spring. This will provide 40, two bedroom apartments and 7 two bedroom bungalows for older people and 24/7 care provision tailored to meet the needs of individuals.
- Area Renewal continues within Hetton Downs.
- A traveller's transit site will assist in dealing with unauthorised encampments more efficiently and effectively. The provision will ensure that statutory regulations are met
- The Young Persons Immediate Access Project is being developed and will provide 18 units of supported accommodation for young people in Dundas Street.
- Receive delivery of two Nissan Leaf Electric Vehicles which replace conventional diesel vehicles. The council will be seen as a leader in this field by promoting electric vehicle usage and help to reduce carbon emissions, improve air quality in the city and benefit from savings in vehicle running costs.
- Wind Energy Programme - to install 3 wind turbines at The Venerable Bede C of E, Washington, and St. Robert of Newminster schools, contributing to both cost savings and carbon reduction targets
- Improving Energy Management of Buildings - scheme to achieve energy savings by replacing obsolete heating control systems in Council buildings.
- Complete upgrading of 6 Recycling Bring Sites including an 'Invest to Save' project at Beach Street Household Waste and Recycling Site comprising infrastructure works including new waste containers and access platforms.

**SUSTAINABLE COMMUNITIES
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	11,969	4,913	1,969	5,087			
Projects Commencing 2010/2011	2,221		1,048	1,173			
Projects Commencing 2011/2012							
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
Projects Commencing 2014/2015							
TOTAL CAPITAL EXPENDITURE	14,190	4,913	3,017	6,260			

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Supported Borrowing	38				
Government Grants					
- SHIP	568	505			
- Department of Health	741	40			
- Homes and Communities Agency	610	4,667			
- Department for Education		300			
- PCT	550				
Total External Sources	2,507	5,512			
FROM INTERNAL SOURCES					
Reserves					
- Strategic Investment Plan	460	648			
- Salix Fund	50				
Capital Receipts		100			
Total Internal Sources	510	748			
TOTAL FINANCING	3,017	6,260			

**SUSTAINABLE COMMUNITIES
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Continuing Projects								
	HOUSING								
	Disabled Facilities								
	Market Rejuvenation								
SS97004	Eppleton, Castletown, Hendon 2009/2010	A Caddick	988	387	271	330			
SS97031	Hetton Downs	A Caddick	7,150	2,739	20	4,391			
	Decent Homes								
SS97035	Travellers Site	A Caddick	100			100			
SS97003	Homelessness & Advice Service - Set Up costs	A Caddick	251	213	38				
SS97025	Extra Care Housing : Moorhouse	A Caddick	565	283	282				
SS97026	Extra Care Housing : Racecourse	A Caddick	2,622	1,291	1,291	40			
	STREET SCENE								
CC90145	Recycling Bring Sites	L Clark	293		67	226			
TOTAL CONTINUING PROJECTS			11,969	4,913	1,969	5,087			
	Projects Commencing 2010/2011								
	HOUSING								
	Market Rejuvenation								
SS97004	- Area Renewal : Eppleton, Castletown, Hendon	A Caddick	472		297	175			
	Decent Homes								
	Centrepoint Sunderland	A Caddick	866		590	276			
	CITY CENTRE DEVELOPMENTS AND LAND AND PROPERTY								
DR91552	Wind Energy Programme	K Lowes	685		38	647			
CC96601	Electric Vehicles	R Donaldson	48		48				
DR91554	Improving Energy Management of Buildings	A Atkinson	150		75	75			
TOTAL PROJECTS COMMENCING 2010/2011			2,221		1,048	1,173			
TOTAL CAPITAL PROGRAMME			14,190	4,913	3,017	6,260			

RESPONSIVE LOCAL SERVICES AND CUSTOMER CARE CAPITAL PROGRAMME

CAPITAL INVESTMENT PLANS AND LINKAGES TO SERVICE OBJECTIVES, STRATEGIC PRIORITIES, THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

The Responsive and Customer Care Capital Programme will contribute towards meeting the five Aims of the Sunderland Economic Masterplan:

- A new kind of university city
- A national hub of the low-carbon economy
- A prosperous and well-connected waterfront city centre
- An inclusive city economy for all ages
- A one city approach to economic leadership

It aims to do this by:

- Promoting inclusion by challenging existing structures, policies and practice by encouraging the engagement of all communities - Customer Service Centre Network and Mobile CSC.
- Developing facilities that support the aims of the Council's Improvement Priorities.
- Researching and sourcing funding for the development of facilities and services in partnership with other service providers.

HOW THE PROGRAMME CONTRIBUTES TO VALUE FOR MONEY AND EFFICIENCY

In developing measures to improve economic prosperity, value for money will be achieved through a range of measures including:

- Maximising external funding.
- Efficiencies will be achieved through improved procurement techniques and monitoring arrangements.
- The delivery of integrated customer services supports VFM by increasing first point of contact resolution, leading to less signposting and increased efficiency.
- Multi-skilling staff and integrating multiple reception points into one will also ensure improved and more efficient services delivery.

CAPITAL INVESTMENTS FOR THE YEAR AHEAD

Ongoing Commitments

- Complete a programme of visitor improvements to support the Wearmouth-Jarrow bid for World Heritage Site status in 2011.
- Relocation of the City Centre Customer Service to Fawcett Street and rationalise facilities for visitors at the Civic Centre.
- A contribution towards works at Houghton Primary Care Centre to provide a physical link with Houghton Sports Centre and a new Wellness Centre, café and support facilities.

New Starts

- Public realm works on the World Heritage Status site for St Peter's Church to deliver the landscape vision that supports the nomination document.

**RESPONSIVE LOCAL SERVICES AND CUSTOMER CARE
CAPITAL PROGRAMME**

SUMMARY

Project Description	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
MAIN BLOCK							
Continuing Projects	3,967	3,213	754				
Projects Commencing 2010/2011	2,733		100	2,633			
Projects Commencing 2011/2012	1,300			250	250	400	400
Projects Commencing 2012/2013							
Projects Commencing 2013/2014							
Projects Commencing 2014/2015							
TOTAL CAPITAL EXPENDITURE	8,000	3,213	854	2,883	250	400	400

METHOD OF FINANCING ESTIMATED CAPITAL EXPENDITURE

Source of Finance	Estimated Resources				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
FROM EXTERNAL SOURCES					
Unsupported Borrowing		457	250	400	400
Grants from Other Public Bodies - One NorthEast - Single Programme	413				
Total External Sources	413	457	250	400	400
FROM INTERNAL SOURCES					
Revenue Contributions					
- General Fund		1,342			
- Empire Maintenance Fund	65				
Reserves					
- Strategic Investment Reserve	170	83			
- Strategic Investment Plan		41			
- Unutilised RCCO Reserve	156	360			
Capital Receipts	50	600			
Total Internal Sources	441	2,426			
TOTAL FINANCING	854	2,883	250	400	400

**RESPONSIVE LOCAL SERVICES AND CUSTOMER CARE
CAPITAL PROGRAMME**

Project Ref.No.	Project Description	Project Sponsor	Gross Cost £'000	Expend. to 31.3.10 £'000	Estimated Payments				
					2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Continuing Projects									
Strategic Change Management - People First									
CC90170	IT for Customer Service Centres	M Poulter	75	35	40				
CS95501	Washington - Customer Service Centre	M Poulter	1,843	1,818	25				
CC90169	Hendon Customer Service Centre	M Poulter	11	9	2				
CC90168	Southwick Customer Service Centre	M Poulter	20	17	3				
Culture and Tourism									
CC90091	Empire Fly Tower	C Alexander	113	44	69				
CC90103	Herrington Country Park	C Alexander	1,000	937	63				
CC90108	Environmental Improvements - Public Art	C Alexander	278	245	33				
CC90109	Cultural Quarter	C Alexander	43	37	6				
CC90161	World Heritage Site- Wearmouth Jarrow action plan	C Alexander	100	24	76				
CC90161	World Heritage Site- Wearmouth Jarrow	C Alexander	484	47	437				
TOTAL CONTINUING PROJECTS			3,967	3,213	754				
Projects Commencing 2010/2011									
Strategic Change Management - People First									
CC90175	City Centre - Customer Service Centre	L St Louis	333		100	233			
CC90174	Houghton Primary Care Centre	M Poulter	2,400			2,400			
TOTAL PROJECTS COMMENCING 2010/2011			2,733		100	2,633			
Projects Commencing 2011/2012									
	World Heritage Site Public Realm - Wearmouth Jarrow	C Alexander	1,300			250	250	400	400
TOTAL PROJECTS COMMENCING 2011/2012			1,300			250	250	400	400
TOTAL CAPITAL PROGRAMME			8,000	3,213	854	2,883	250	400	400

**RESPONSIVE LOCAL SERVICES AND CUSTOMER CARE
CAPITAL PROGRAMME**